THE ACCIDENTAL PROJECT MANAGER

BEN HATTON
YOUR SIDE GIG AS A PROJECT MANAGER

WHAT IS PROJECT MANAGEMENT ANYWAY?
You may already be managing a master “family” project, and a portfolio of “child” projects...
So many decisions, so many interdependencies...
What the user wanted

What the budget allowed for

What the timescale allowed for

What the technician designed

What the user finally got

Why do projects fail?
TEAM DYNAMICS

WHAT KIND OF MANAGEMENT?
<table>
<thead>
<tr>
<th>Team Role</th>
<th>Contribution</th>
<th>Allowable Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource Investigator</td>
<td>Outgoing, enthusiastic, communicative. Explores opportunities and develops contacts.</td>
<td>Over-optimistic. Loses interest once initial enthusiasm has passed.</td>
</tr>
<tr>
<td>Shaper</td>
<td>Challenging, dynamic, thrives on pressure. Has the drive and courage to overcome obstacles.</td>
<td>Prone to provocation. Offends peoples feelings.</td>
</tr>
<tr>
<td>Monitor Evaluator</td>
<td>Sober, strategic and discerning. Sees all options and judges accurately.</td>
<td>Lacks drive and ability to inspire others. Can be overly critical.</td>
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<tr>
<td>Implementer</td>
<td>Practical, reliable, efficient. Turns ideas into actions and organises work that needs to be done.</td>
<td>Somewhat inflexible. Slow to respond to new possibilities.</td>
</tr>
<tr>
<td>Completer Finisher</td>
<td>Painstaking, conscientious, anxious. Searches out errors. Polishes and perfects.</td>
<td>Inclined to worry unduly. Reluctant to delegate.</td>
</tr>
<tr>
<td>Specialist</td>
<td>Single-minded, self-starting, dedicated. Provides knowledge and skills in rare supply.</td>
<td>Contributes only on a narrow front. Dwells on technicalities.</td>
</tr>
</tbody>
</table>

**BELBIN ROLES**

Who’s going to hold them all together?
Values in Action
Our UNSW Behaviours

Demonstrates Excellence

Builds Collaboration

Embraces Diversity

Displays Respect

Drives Innovation

VALUES ->
BEHAVIOURS

http://www.mycareer.unsw.edu.au/frameworks-priorities/
Who's going to make sure that everyone is enthusiastic to participate?

SNACKS!
THE CULT OF AGILE
FAITH VS RELIGION

WE'RE GOING TO TRY SOMETHING CALLED AGILE PROGRAMMING.

THAT MEANS NO MORE PLANNING AND NO MORE DOCUMENTATION. JUST START WRITING CODE AND COMPLAINING.

I'M GLAD IT HAS A NAME.

THAT WAS YOUR TRAINING.
Scrum’s Simple Rules
3 Roles • 5 Events • 3 Artifacts

Events
- Sprint
- Sprint Planning
- Daily Scrum
- Sprint Review
- Retrospective

Artifacts
- Backlog Refinement
- Get Backlog ready
- Product Increment
- Velocity
- Feedback
- Kaizen

Roles
- Product Owner
  - Voice of the Customer
  - Vision
  - Known Stable Interface
- Scrum Master
  - Stable Process
  - Continuous Improvement
- Team
  - Competency

Without the 3-5-3 you are not doing Scrum.

AGILE NOT AGILE
Don’t get involved in religious wars
• AGILE IS A MINDSET, NOT A PROCEDURE

We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- Individuals and interactions over processes and tools
- Working solutions over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to feedback over fixtures

That is, while there is value in the right, we value the items on the right.
AGILE SO-WHAT?

Collaborate
- Work as a team, involve the customer.

Iterate
- Build the outputs via step refinement, be prepared for change.

Communicate
- Use visual management techniques to communicate and collaborate.

The 12 agile principles:

1. Satisfy the customer
2. Welcome change
3. Deliver frequently
4. Work together
5. Trust and support
6. Face-to-face conversation
7. Working software
8. Sustainable development
9. Continuous attention
10. Maintain simplicity
11. Self-organizing teams
12. Reflect and adjust
PLAN TO EXECUTE

REQUIREMENTS AND SCHEDULE
Setup the team with a common understanding, communicate with your stakeholders.
The Basics of Project Cost Management

Why?
- Important to All
- Helps to Stay on Track
- Prevents Going 'Over Budget'

What?
- Process of Managing Project Costs
- Estimating Costs
- Developing Project Budget
- Controlling Spending

Tips!
- How to Improve?
- Plan for Inflation
- Account for Natural Disasters or Potential Events
- Include Unexpected Costs: Legal, Penalties, Labor
- Track Real-Time
- Respond Promptly

Cost Management
- Sets the Baseline for Project Costs
- Governs the Actions to Keep Budget on Track
- Company might lose money, costs exceed profit, customers invoiced incorrectly
- Prevents Going 'Over Budget'

Budget
- Project
  - Labor: $30, $70
  - Materials: $50, $15
- Tasks
  - Task 1: 8 units, $30
  - Task 2: 5 units, $11
- Subtask

MONEY MATTERS
Jennifer Bridges, PMP, see also Youtube video
Template: Waterfall Model for Software Engineering

- **App Feature 1**
  - Research + Discovery
    - Define Project Scope
    - Stakeholder Interviews
    - Research Review/User Research
    - Requirements Gathering
    - Kickoff Meeting
  - Design Phase
    - High Level Design / Flow Charts
    - Design Review/Check-In w/ Stakeholders
    - Design Revisions (if needed)
    - Stakeholder Approval
  - Development Phase
    - Development Phase 1
    - Review
    - Development Phase 2
    - Review
  - Testing + Revision Phase
    - Testing
    - Revisions
  - Deployment Phase
    - Deployment/Feature Complete

**Traditional Waterfall**
One directional flow, phase boundaries
Don’t fake it. Every increment reimagines the concept.
### Story

**Narrative**

[Short name]

**Priority**

---

**As a**

[role]

**Size**

---

**I want**

[something]

**So that**

[benefit]

---

### Acceptance Criteria

**Given**

[context]

**When**

[Event 1] [Event 2] [If]

**Then**

[Outcome 1] [Outcome 2] [Then]

---
Krisztina Szerovay
https://uxknowledgebase.com
STORY POINTS

Order of magnitude

http://quicksfrum.com
PLANNING POKER
Turn the story map on its side to better present the schedule.

WORK BREAKDOWN:

- AGILE
### Objective Evaluation Table

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**Weighted Score**
- Extrusion: 3.112
- Molding: 2.7975
- Parfait Molding: 3.5235

**Rank**
- Extrusion: 2
- Molding: 1
- Parfait Molding: 5

JUST NO

Lazy decision making that shifts the blame to an anonymous process
LAZY/SAFE PT 2

More blame avoidance.
<table>
<thead>
<tr>
<th>Good Decision Making</th>
<th>Bad Decision Making</th>
</tr>
</thead>
<tbody>
<tr>
<td>People seek the truth</td>
<td>People seek to be right</td>
</tr>
<tr>
<td>Decision maker(s) chosen in advance</td>
<td>No clear decision maker, or decided too late in the process</td>
</tr>
<tr>
<td>Appropriate number of decision makers given the risk of the decision</td>
<td>Too few or too many decision makers (e.g. design by committee)</td>
</tr>
<tr>
<td>All input providers feel heard, buy-in is achieved</td>
<td>Some input providers feel their point of view was not considered, there is grumbling, resentment, and second guessing</td>
</tr>
<tr>
<td>Even those who disagree commit to work toward the decision (disagree and commit)</td>
<td>Those who disagree don't contribute to the decision</td>
</tr>
<tr>
<td>Minimizes the effect of unconscious bias</td>
<td>Suffers from unconscious bias</td>
</tr>
</tbody>
</table>

- Fully connected information sharing
- Partial or unidirectional information sharing

- Made quickly with few meetings
- Made slowly with too many meetings

- Lightweight process
- Too much process

- A record is kept of each participant's input and the decision, for later review and learning
- People's memories fade (and history is revised) as time passes

“A good plan, violently executed now, is better than a perfect plan next week.”

-Gen. George S. Patton

https://medium.com/@barmstrong/how-we-make-decisions-at-coinbase-cc630322e9
THE ACCIDENTAL PROJECT MANAGER

Solution -

\textbf{<Feature Name>}

\begin{itemize}
  \item Repeat this page for each solution element that is driven or determined directly by business drivers.
\end{itemize}

\begin{tabular}{|l|l|}
  \hline
  \textbf{Description} & \textbf{Business Level Requirements} \\
  Describe this feature to be justified or qualified on this page. & Business-visible requirements that drive this feature \\
  \textbullet Add a diagram to illustrate this solution feature & \textbullet Operating parameters/specifications that drive this feature \\
  \hline
  \textbf{DRIVES} & \textbf{Goal} \\
  & Business visible success factors that drive this feature. \\
  \textbf{Constraints} & \textbullet External limits or expectations that drive this feature. \\
  & \textbullet \textbullet \\
  \hline
\end{tabular}

\begin{itemize}
  \item \textbf{SOLUTION ASPECT/CONSEQUENCES} items that are typically derived from the inputs.
  \item \textbf{ASSUMPTIONS} assumptions we are making in creating these outputs.
  \item \textbf{DESIGN ISSUES} issues and complications that stem as a result.
\end{itemize}

\begin{itemize}
  \item Click table icon to create 3-col table here to detail this solution element.
\end{itemize}

---

\textbf{DECISIONS}

\textbf{Be conscious of your choices}

\begin{itemize}
  \item \textbf{What significant decisions have I made?}
  \item \textbf{What significant decisions were made before I came along?}
  \item \textbf{Have I assumed that the solution must look like this?}
  \item \textbf{Have I adopted an architectural pattern?}
  \item \textbf{Would the solution be different if...}
    \begin{itemize}
      \item the SLRs were different?
      \item This was not for UNSW?
      \item I could get rid of \textless blank\textgreater?
      \item I had better engagement with business?
    \end{itemize}
\end{itemize}
VISUAL MANAGEMENT
Use this within a scoped release. Minimize work in progress.
More complex, maybe if you have highly segmented talents.
PIVOT?
Organise by subject matter if not release oriented, but progress will be less overt.
I WANT THE ENTIRE STAFF TO MEET AT 10 AM. EVERY DAY FOR A FIVE-MINUTE HUDDLE.

WE'LL USE THIS HIGH-ENERGY STAND-UP MEETING TO SOLVE PROBLEMS AND SHARE SUCCESSES.

WHO HAS A PROBLEM THAT CAN BE SOLVED IN A MINUTE? I'M TIRED. CAN I SIT ON YOU?

STARTING NEXT WEEK, OUR MEETINGS WILL BE "STAND-UPS" WITH NO CHAIRS, SO WE'LL BE MORE FOCUSED.

SO YOU EXAMINED ALL OF THE PROBLEMS IN THE COMPANY AND DECIDED THE ROOT CAUSE WAS CHAIRS?

WE'RE ALSO LOOSENING THE DRESS CODE. SO OUR PROBLEMS ARE CHAIRS AND PANTS?

TO STAND OR NOT TO STAND
Got chair?
Demonstrate your progress, respect the inputs, inspire the team and communicate shared vision.

SUCCESS WALL
### Governance Deliverables

#### Funding Delegations

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<tr>
<th>Project Type</th>
<th>Size (Total project costs)</th>
<th>Documents</th>
<th>Sponsor</th>
<th>Planning &amp; Assurance Board (PAB)</th>
<th>Steering Group (Management Board)</th>
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*Where 2020 strategy proposals have been included in the annual budget approved by Council, Steering Group / Management Board can sign off on the representation of those proposals. The exception is caps above $30m billion.

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### 5x Governance Reporting Keys

1. **Scope**
   - Breadth and depth of the “fit for purpose” business solution to be delivered. Scope characteristics include cost, functionality, business, staff, geographies, systems, processes, and products.
   - Green: Scope remains unchanged.
   - Amber: Minor changes to scope or solution are required to support business case.
   - Red: Significant reduction in scope or change to solution that will impact business case.

2. **Schedule**
   - Timeliness of delivery of the project plan, and delivery of the subsequent project benefits. Schedule defined in terms of Gold and Silver milestones at project approval.
   - Green: All Gold and/or Silver milestones remain on schedule.
   - Amber: One or more Gold and/or Silver milestones are behind schedule (or expected to be behind) by one month.
   - Red: One or more Gold and/or Silver milestones are behind schedule for two months or more.

3. **Costs**
   - Estimated cash spend required to deliver the project, covering all cost categories excluding contingency.
   - Green: Project cost estimates remain at or below original estimate.
   - Amber: Project cost estimates exceed the original estimate by between 0%-5%.
   - Red: Project cost estimates exceed the original estimate by >5%.

4. **Benefits**
   - Hard and measurable benefits to be delivered by the project, including revenue generation, expense reduction and non-financial benefits.
   - Green: Actual / estimates of benefits are at or above original estimates.
   - Amber: Actual / estimates of benefits are below original estimates by between 0%-5%.
   - Red: Actual / estimates of benefits are below original estimates by >5%.

5. **Resourcing**
   - Extent to which project has the right resources to deliver success, right people, tools, right project manager on board, appropriate depth of experience, all resources identified and secured, etc.
   - Green: Project resourcing will not cause slip to schedule or cost if fit addressed.
   - Amber: Project resourcing causing significant variance to schedule or cost.

---

### Overall Project Status

#### 5x Reporting keys

The overall project health should then be determined based on:

- All the reporting keys are green, then the overall project health is green.
- If only 1 of the 5 reporting keys is amber, then the overall project health is green.
- If 2 or 3 of the reporting keys are amber, then the overall project health is amber.
- If the project has 4 or more reporting keys in amber, then overall project health is red.
- If there is 1 key in red, then the overall project health is amber (or red based on criticality).
- If more than 1 reporting key is in red, then the overall project health is red.

#### 3x Reporting V

- **Gold**
  - Mobile and important at Executive Level

---

### Reporting Framework

**UPP Official Reporting Framework**

**Gold**

- Delivery of a major business capability / benefit, or a change to external outputs.
**Project: Manhattan**

### Primary Resources

<table>
<thead>
<tr>
<th>Name</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sanjay H.</td>
<td>Dev Lead &amp; DBA</td>
</tr>
<tr>
<td>Joe Smith</td>
<td>GUI Developer</td>
</tr>
<tr>
<td>Steve M.</td>
<td>CU Developer</td>
</tr>
<tr>
<td>Amit K.</td>
<td>API Developer</td>
</tr>
<tr>
<td>Jeff Wong</td>
<td>GUI &amp; API Developer</td>
</tr>
<tr>
<td>Melanie R.</td>
<td>Graphic Artist</td>
</tr>
<tr>
<td>Phillip R.S.</td>
<td>QA Engineer</td>
</tr>
<tr>
<td>King Uber</td>
<td>Project Sponsor</td>
</tr>
<tr>
<td>Tom the Grunt</td>
<td>Project Manager</td>
</tr>
</tbody>
</table>

### Timeline

<table>
<thead>
<tr>
<th>Milestone</th>
<th>Start</th>
<th>End</th>
<th>Mar</th>
<th>April</th>
<th>May</th>
<th>June</th>
<th>July</th>
<th>Aug</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Charter</td>
<td>Mar 1</td>
<td>...</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>Gather Requirements</td>
<td>Mar 4</td>
<td>Mar 22</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Design Discussions</td>
<td>Mar 25</td>
<td>April 30</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Primary Coding</td>
<td>May 1</td>
<td>Aug 2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Testing Cycle</td>
<td>Aug 5</td>
<td>Aug 16</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beta Release</td>
<td>Aug 19</td>
<td>Aug 29</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Roll out</td>
<td>Aug 30</td>
<td>...</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Objective**

Primary Manhattan Rollout

**Main Focus**

Usability improvements and new features, focusing on more robust client/server architecture

**Issues/Risks**

No current risks identified

**Key Discussion Items**

Currently performing unit tests and validations of primary architecture design concepts

**Project Status:** Green

**REPORTING**

Charter and Progress Combined
The basics here is keeping a running total of spend against budget. The people costs are copied over from timesheeting.
**What You Need**

1. A Project Plan  
   (schedule, scope, costs)
2. What you plan to spend and what you expect to have done for the $$$ spent  
   \[ X \text{ Activities Done by Y Date will cost } SMM \]
3. Metrics to quantify work % complete  
   \[ X \text{ Activities of equal effort or weighted} \]
4. Method to track work execution on Activities  
   Actual % Complete   Actual Costs  
   Actual Hours Spent   Actual Start / Finish
5. Formulas to calculate EV, CV and SV  
   See back of page
6. Reports on $ Expenditure vs. Time  
   Planned, Actual, Earned, Variances

---

**Reading an S-Curve Report**

- **Data Date**  
  When is this project data as of?

- **Planned Value > Earned Value**  
  We are behind schedule

- **Actual Cost > Earned Value**  
  We are over budget

- **VAC = BAC – EAC** (Negative Value)  
  How far over budget do we expect to be?

- **Estimated Complete Date vs. Planned Complete Date**  
  When do we expect to finish?
RISK MANAGEMENT

INSERT SNAPPY SUBTITLE
5x5 Risk Matrix and Likelihood Rating

- The 5x5 Risk Matrix used for assessing the Inherent, Residual and overall risk rating.
- To rate the likelihood of the risk (left hand axis) the likelihood rating table can be referenced to assist in understanding the potential frequency of a risk occurring.

![5x5 Risk Matrix and Likelihood Rating](https://www.riskmanagement.unsw.edu.au)
## Description of Consequence

Using Impact table on the previous slide you can determine the severity of the impact. Using the below table will provide you a consequence to that impact that is not just financial.

<table>
<thead>
<tr>
<th>Impact Rating</th>
<th>Generic Impact Description</th>
<th>Area of Impact – description of consequence</th>
<th>Service Delivery</th>
<th>Finance</th>
<th>Compliance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Severe</td>
<td>Event or circumstance with potentially disastrous impact on business or significant material adverse impact on a key area</td>
<td>Education &amp; Research</td>
<td>Human</td>
<td>Service Delivery</td>
<td>Cessation of major critical business systems or Education/Research programs for an intolerable period and/or at a critical time in the University calendar</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Serious injury or death</td>
<td>Human</td>
<td>Major critical business systems or Education/Research programs for an intolerable period and/or at a critical time in the University calendar</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Loss of a significant number of key staff impacting on skills, knowledge and expertise</td>
<td>Human</td>
<td>Threat of industrial action</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Staff industrial action</td>
<td>Human</td>
<td>Threat of student protest/activity</td>
</tr>
<tr>
<td>Major</td>
<td>Critical event or circumstance that can be endured with proper management</td>
<td>Human</td>
<td>Serious injury</td>
<td>Human</td>
<td>Cessation of major critical business systems or Education/Research programs for an intolerable period and/or at a critical time in the University calendar</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Dangerous near miss</td>
<td>Human</td>
<td>Threat of student protest/activity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Loss of some key staff resulting in skills, knowledge and expertise deficits</td>
<td>Human</td>
<td>Threat of student protest/activity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Major problems meeting teaching or research targets</td>
<td>Human</td>
<td>Threat of student protest/activity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Serious long term damage to partnership/collaboration</td>
<td>Human</td>
<td>Threat of student protest/activity</td>
</tr>
<tr>
<td>High</td>
<td>Significant event or circumstance that can be managed under normal circumstances</td>
<td>Human</td>
<td>Significant loss/reduction in number of students in a course</td>
<td>Human</td>
<td>Staff injury lost time or penalty notice due to unsafe act, plant or equipment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Loss of key academic course</td>
<td>Human</td>
<td>Short term loss of skills, knowledge, expertise</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Significant impact on research activity over a sustained period</td>
<td>Human</td>
<td>Severe staff morale or increase in workforce absentee rate</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Major problems meeting teaching or research targets</td>
<td>Human</td>
<td>Significant but short term damage to partnership</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Significant but short term damage to partnership/collaboration</td>
<td>Human</td>
<td></td>
</tr>
<tr>
<td>Medium</td>
<td>Event with consequences that can be readily absorbed but requires management effort to minimise the impact</td>
<td>Human</td>
<td>Moderate reduction in student enrolments/retention</td>
<td>Human</td>
<td>Health and Safety requirements compromised</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Minor impact on research activity</td>
<td>Human</td>
<td>Lost time or potential for public liability claim</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Temporary problems meeting some teaching/research targets</td>
<td>Human</td>
<td>Some loss of staff members with tolerable loss/deficit in skills</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Significant but short term damage to partnership</td>
<td>Human</td>
<td>Dialogue required with industrial groups or student body</td>
</tr>
<tr>
<td>Low</td>
<td>Some loss but not material; existing controls and procedures should cope with event or circumstance</td>
<td>Human</td>
<td>Minor reduction in student enrolments/retention</td>
<td>Human</td>
<td>Incident with or without minor injury</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Negligible impact on research activity or achievement of teaching/research targets</td>
<td>Human</td>
<td>Negligible skills or knowledge loss</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
<td>Dialogue with industrial groups/students may be required</td>
<td>Human</td>
<td>Dialogue with industrial groups/students may be required</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Human</td>
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</tbody>
</table>

[https://www.riskmanagement.unsw.edu.au](https://www.riskmanagement.unsw.edu.au)
Operational Risk Process

- If it is determined that a risk is not adequately managed i.e. existing controls are not mitigating the risk appropriately, a risk treatment approach is required. Risk treatment develops appropriate responses/actions to ensure that the assessed residual risk is brought to a level that is acceptable to the risk authority. The aim of this activity is critical to preserve revenue and assets by ensuring that the overall cost of treating the risk and the cost impacts from the remaining residual risk exposure is minimised.

- **Treat (or Reduction).** The risk level is not acceptable so the team will manage the risk via additional actions with the intention of driving the risk down to an acceptable level. A selective application of management action, by applying internal controls to reduce either the likelihood of occurrence or the impact, or both, which is designed to contain risk to acceptable levels. In the case that the risk is part of a project it is the responsibility of the Project Manager to ensure there is an adequate handover process to the business should the mitigation require finalisation post implementation.

- **Tolerate (or Acceptance).** The risk level is acceptable, but the business area/project will continue to monitor it for changes. An informed decision to accept the likelihood and consequences of a particular risk. For example, the ability to do something about some risks may be limited, or the cost of taking any action may be disproportionate to the potential benefit, or, judged against the risk appetite, the risk may be manageable. If taking this course of action, we would expect to have a contingency plan to handle the impact of the risk, should it occur.

- **Transfer.** The business area/project will manage the risk by transferring it to someone else who can manage it more effectively.

- **Terminate (or Avoidance).** The business area/project will eliminate the risk by not proceeding with the activity that is causing it. An informed decision not to become involved in a risk situation.

<table>
<thead>
<tr>
<th>Programme/Portfolio Affected</th>
<th>Risk Category</th>
<th>Risk Description and Cause e.g. The Risk of... Due to/s/...</th>
<th>Inherent Risk</th>
<th>Residual Risk</th>
<th>Controls/Mitigants</th>
<th>Risk Owner Program Portfolio Sponsor/Portfolio Lead</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

**MITIGATION**

If you plan for risk, then it’s not a risk any more.
HOMEWORK

SUBTITLE HERE

https://www.lynda.com/Project-Management-training-tutorials/39-0.html

https://www.coursera.org/courses?query=project%20management

https://www.mindtools.com/