



9.0 RISK ANALYSIS

Effective management significantly mitigates the most challenging high-level implementation risks identified by a comprehensive analysis of our implementation approach.

Risk Analysis Approach. Risk Management (RM) is the recognition, assessment, and control of uncertainties that may result in schedule delays, cost overruns, performance problems, adverse environmental impacts, or other undesired consequences. It provides a systematic approach for:

- Identifying and assessing risks
- Determining cost-effective risk reduction actions
- Monitoring and reporting progress in reducing risk

The overall goal of RM is to progressively reduce the exposure to events that threaten accomplishment of US-VISIT objectives by:

- Incorporating tasks into the Project Plan that minimize or avoid identified risks
- Developing proactive, contingent risk response actions
- Rapidly implementing risk responses based on timely identification of risk occurrence

b(4) We developed and refined our program risk assessment approach [redacted]

[redacted]

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[redacted]

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We define [redacted]

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Further detailed information on our risk assessment approach can be found in our third delivery (Vol. 3, Part 2, and Paragraph 2.1.1.4).

Risk Evaluation. In order to address risks effectively, we quantify them. We describe risk factors by level of impact and probability of occurrence using a matrix shown in Figure 9-1. [redacted]

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Figure 9-1. Our risk assessment strategy [redacted]

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[Redacted]

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[Redacted]

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Identified Risks. We represent the [Redacted] risks associated with our approach to the program in Figure 9-2. This list contains [Redacted] of the ten core risks that GAO identified in Homeland Security - Risks Facing Key Border and Transportation Security Program Need to Be Addressed (GAO-03-1083). For each risk, we describe how our program approach, experience, or key personnel mitigate the risk.

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Schedule and Funding. Our program schedule and staffing model demonstrates significant commitment to RM. [Redacted]

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b(6)

[Redacted]

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The schedule for Task Order 001 (Vol.4, Part B) enumerates the tasks associated with this effort: RM plan development, status reporting, mitigation, and on-going PMO alignment. The schedule for future increments similarly devotes full time efforts to RM. In addition, [Redacted]

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[Redacted]

With this commitment to risk management and mitigation in End Vision increments, our risk strategy provides substantial benefit to the US-VISIT program.

#	Prob	Impact	Risk Score	Mitigation Plans
[Redacted]				

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Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile (sheet 1 of 7)



#		Prob	Impact	Risk Score	Mitigation Plans
b(4)	[Redacted content]				

Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile (sheet 2 of 7)



#		<i>Prob</i>	<i>Impact</i>	<i>Risk Score</i>	<i>Mitigation Plans</i>
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Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile (sheet 3 of 7)



#		<i>Prob</i>	<i>Impact</i>	<i>Risk Score</i>	<i>Mitigation Plans</i>
b(4)	[Redacted content]				

Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile (sheet 4 of 7)



#		<i>Prob</i>	<i>Impact</i>	<i>Risk Score</i>	<i>Mitigation Plans</i>
b(4)	[Redacted content]				

Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile (sheet 5 of 7)



#		<i>Prob</i>	<i>Impact</i>	<i>Risk Score</i>	<i>Mitigation Plans</i>
b(4)	[Redacted content]				

Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile (sheet 6 of 7)



#		<i>Prob</i>	<i>Impact</i>	<i>Risk Score</i>	<i>Mitigation Plans</i>
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Figure 9-2. We identify, assess, and score risks resulting in mitigation plans for medium and high level risks that integrate with our program schedule and funding profile (sheet 7 of 7)