

Project Risk Management Matrix

ID	Risk ID	Internal/External	Risks			Probability	Impact	Exposure	Comments	Status	Mitigation Strategy		Contingency Strategy	
			WBS Area(s)	Owner & Accountability	Name						Risk Description	Scenarios, Triggers, Root Causes, etc.		Last Updated
1	R10	EXT	DV: Scope	CEO	Scope Creep		H	H	9	Original alignment of Project and Business may not have been understood or have changed leading to unacceptable results. Executive, management, knowledge worker changes since Project scope set. Inadequate business understanding or buy-in.	4-Jun-08	Accept-Control	Freeze scope except for compelling reasons. Ensure adequate functional and business resources working on Project. Excellent Communications - top down/bottom up. Adhere to Change Request Process.	Delay Go Live. ERP Program Management Office to plan and manage improvements to ERP systems & data, business processes and related organizational change.
2	R11	EXT	PMO4: Communications	VP HR	Inadequate Communications		H	H	9	Inadequate or not timely communications - top down, bottom up, cross-organizational, internal & external communications. Linked with Organizational Change Management.	13-Jun-08	Accept-Control	Communications Plan drafted but needs further detail. ID and focus on high priority needs and respond accordingly.	To be discussed
3	R17	EXT	PMO8: HR	CEO	Turnover, Loss of Project Resources		H	H	9	Project Team (including Power Users), management or other key stakeholder turnover or unavailability causes delays, lost productivity, additional costs and other complications (e.g. lower morale).	4-Jun-08	Accept-Control	Conduct Exit interviews for any unusual problems. Ensure adequate Project and related business staffing with buffer and back-fill strategies.	Engage outside consultants/contractors as needed.
4	R2	EXT	TS2: Validation Testing	Mfg. Team Leader	Acceptance & Validation Testing		H	H	9	Validation Testing, including cycle/period, failure/recovery & usability, lacks resources and/or time before Go/No Go Decision	13-Jun-08	Accept-Control	Validation Testing Plan drafted. Testing details and required staff TBD. Staffing requirements and execution may be problematic.	Conduct validation testing after Go decision but before Go Live.
5	R4	EXT	PMO9: Org. Chg. Mgt.	CEO	Organizational Change Management Needed		H	H	9	Z Biz Unit & X Biz Unit may need assistance adopting change management, Non-std practices not eliminated before Go Live	13-Jun-08	Accept-Control	Non-standard practices documented and some resolved. Resolve before Go Live. ID requirements for changes in roles & responsibilities. Develop and action plan for specific change management.	Anticipate areas of potential crisis and prepare appropriate contingency plans.
6	R40	EXT	PMO8: HR	CEO	X Biz Unit Not Engaged		H	H	9	X Biz Unit unwilling or unable to provide resources to participate in Project Implementation thereby jeopardizing overall Project success or risking shut-down of X Biz Unit.	21-Jun-08	Open	Project Team has no capability to mitigate the risk	
7	R5	EXT	CM2.2: Cutover Biz Continuity Plan	CEO	Business Continuity Plans Not Ready at Cut Over Weekend		H	H	9	Inadequate cutover (i.e. Legacy System outage) business continuity plans for production, transportation, warehousing, etc.	13-Jun-08	Accept-Control	IA reviewing BCPs and identifying needs. Business need to develop, resource and test BCPs. Cut-over BCPs needed in all critical areas for planned outages during cutover to ERP. Manufacturing and Logistics resources to support cut-over weekend. Evaluation of transactions that will occur over weekend.	Cutover BCPs can be used, with some adjustments, for unplanned outages in the future.
8	R6	EXT	PMO7: Unanticipated Work	CEO	Unspecified and Unanticipated Project Work		H	H	9	Other projects or business priorities require unanticipated work and time from Project resources, resulting in delays or increased risks	4-Jun-08	Accept-Control	Adjust Project priority to highest level, especially during +- 3-months before Go Live. Postpone external work or exempt Project and related business resources from non-Project work. Adjust staffing to back-fill.	Communicate likely impact on Project with each occurrence. Reassess risks after each event and adjust plans accordingly.
9	R7	EXT	PMO8: HR	CFO	2009 Budget Work Conflicts		H	H	9	Project and Business resources could be unavailable during critical implementation steps because of 2009 Budget work	13-Jun-08	Accept-Control	Business to Plan 2009 Budget work, resources and schedules around Project based on Go Live Date. Review plan with Project Team for conflicts.	Alternate Project Go Live date?
10	R8	EXT	PMO8: HR	CEO	Inadequate Power User and other Resources		H	H	9	Ability to meet reasonable Go Live date very dependent on resources, esp. Power Users and some Core Team.	13-Jun-08	Accept-Control	ID and commit to expected staffing levels. Establish vacation moratorium and plan accordingly. Ensure back-fill resources are in-place and capable of functioning.	Delay Go Live if critical.
11	R1	INT	MD3, CM3.25: Master Data	MD Manager	Master Data Migration fails or has serious problems		H	H	9	Timeliness, completeness and/or accuracy of Master Data migrated to ERP is not realized requiring implementation restart, delayed Go Live or bad data. Lack of experienced resources.	13-Jun-08	Accept-Control	Inadequate data conversion, purification and validation planning, resources and/or execution. Unforeseen problems during data loads	Functional Leaders, Bus Analysts etc. on standby during MD data loads.
12	R13	INT	DV: Warehousing	Warehousing Team Leader	Delayed development of warehousing		H	H	9	Development, unit testing and/or integrated testing cause other delays in implementation	4-Jun-08	Accept-Control	Adequate, experienced resources ASAP. Data migration validation and testing work in advance of data loads. Comprehensive implementation planning. Ensure reasonable recovery time if problems. Plan & measure	Delay Go Live until adequate testing of critical parts have been performed.
13	R3	INT	CM6: Business Readiness	Mfg. Team Leader	Lack Definition and Execution of Business Readiness		H	H	9	Lack clear definition of Business Readiness Assessment, expectations of users / business, plan for execution, and issues resolution.	4-Jun-08	Open	Understand ownership of Business Readiness Assessment, definition and objective.	
14	R14	EXT	CM: Support	ICT Team Leader	Inadequate ICT Support		H	M	6	Limited ICT resources with required expertise with concurrent demands from C Biz Unit and Project implementations	4-Jun-08	Open	Analyze risks and prepare appropriate mitigation and/or contingency plans	
15	R15	EXT	CM3.30: Post Go Live Support	CEO	Inadequate Post Go-Live Support		M	H	6	Inadequate and/or unprepared resources for Post-Go Live Support leading to delays or disruptions in operations.	4-Jun-08	Accept-Control	Proper implementation planning and commitment to required resources and back-ups. Additional support and troubleshooting training. Implement ERP Ops Centre before Go Live.	Identify and prepare activation plans for crisis management team(s).
16	R16	EXT	DR2, DR3: Continuity, Disaster Recovery	Internal Audit Manager	Inadequate Business Continuity, Disaster Recovery		M	H	6	Inadequate Technical, procedural and organizational provisions to ensure Business Continuity and Disaster Recovery after unplanned, short term outages of ERP	13-Jun-08	Accept-Control	Initiate work to review continuity planning needs by functional and operational area. Consider risks in greater detail and prepare or refine plans accordingly. Research existing and other Irving companies plans. Expect synergy with planned outage continuity	Cutover BCPs can be used, with some adjustments, for unplanned outages in the future. Identify and prepare activation plans for crisis management team(s).

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														What can be done to avoid, mitigate or eliminate this risk.	What can be done in advance to deal with the risk should it materialize
17	R18	EXT	RP2: Scope	CEO	Incomplete KPI Web Screens	KPI Web Screens delayed beyond Go Live	H	M	6	Requirements not defined	4-Jun-08	Accept-No Action	CEO to consider deferring until after Go Live		
18	R19	EXT	RP: Data	BI Team Leader	Historical Sales Cube MD Purification	Some historical Master Data (Sales Cube) is inaccurate and will not be purified during data conversion, which will cause corrupt reporting and require manual rework indefinitely	H	M	6	Inadequate Project time and resources not committed to historical Master Data clean up before Go Live.	4-Jun-08	Open	Decide to fix before or after Go Live. Originally planned as work for Finance Director & Staff		
19	R20	INT	RP: Reporting	BI Team Leader	Inaccurate Inventory On-hand	Current Custom In-transit values are not mapped into new on-hand file.	H	M	6	Transfer of current In-transit values into new on-hand file with UOM conversion.	4-Jun-08	Open	more info needed	more info needed	
20	R21	INT	TS2, TO3, TO4: Technology	ICT Team Leader	Inadequate System Performance	Inadequate System Performance involving infrastructure including CBT.	M	H	6	Lack of time, resources to properly test systems for stress/capacity. Unable to tune systems before Go Live without significant expenditure of time, costs.	4-Jun-08	Open	Anticipate and correct potential problems, if possible. ID and pre-test vulnerable areas. Predetermine appropriate measures of performance.	Provide for system performance refinement & tuning.	
21	R22	INT	TS5: Report Testing	BI Team Leader	User Testing of BI & Finance Reports Incomplete	Inadequate Project Functional Lead and Power User resources and time for proper testing of BI & Finance reports.	H	M	6	Lack of progress to date	4-Jun-08	Open	Ensure adequate and appropriate resources are available in a timely manner to review and test reports. Establish what reports are critical to Go Live. Delay Go Live if not		
22	R24	EXT	DR1: Audit	Internal Audit Manager	Audit exception	Audit exceptions	M	M	4	Delays, extra work, costs; Audit concerns raised or remedial action plan not complete	4-Jun-08	Accept-Control	ID of Audit exceptions expected as early as possible with time for Critical exceptions to be remedied.		
23	R25	EXT	MD, PMO8: Staffing	CFO	Inadequate MD Staffing	Inadequate MD staffing before and/or after Go Live to properly handle MD changes in a timely manner leading to a delay or disruption of operations.	M	M	4	Backlog of MD transactions. Loss of security or control of MD changes. Inadequate staff for expected workload. New staff person hired.	13-Jun-08	Accept-Control	Trained MD staff and back-ups to appropriately handle normal, cyclical and peak workloads in a timely manner including Xe, Dual Maintenance and on-going ERP operations.	Identify and prepare activation plans for crisis management team(s).	
24	R23	INT	CM2: Schedule	O2C Team Leader	Project Implementation Delay	Implementation delays	M	M	4	"Big Bang" Implementation in many locations; Poor change management; Poor implementation plan	4-Jun-08	Accept-Control	Ensure comprehensive Implementation Plan is developed, reviewed and ready by Go No Go. Ensure adequate resources for Go Live.		
25	R26	INT	PMO2.1: Planning	O2C Team Leader	Planning flaws	Planning flaws or omissions	M	M	4	WBS, work plan, resource plan, budget; Extra scope, cost, time	4-Jun-08	Accept-Control	Continuous review.		
26	R28	INT	PMO: Project Mgt. Integration	O2C Team Leader	Unbalanced Scope-Time-Budget	Project execution & control problems resulting in delays, extra cost and effort.	M	M	4	Unbalanced scope, time and budget	4-Jun-08	Accept-Control	Continuous review.		
27	R30	INT	TO, CM4: Operations	O2C Team Leader	Service level failures	Operational services levels, performance, throughput inconsistent or not met	M	M	4	Inadequate or ambiguous service level specifications; Inappropriate or lack of standards, key performance indicators and/or measurement systems, no organizational centre of responsibility.	4-Jun-08	Accept-Control	Plan ERP PMO before Go Live and activate shortly after Go Live	Establish Before/After KPIs and other measures to benchmark. Develop plan for tuning systems.	
28	R32	EXT	DV4: Scope	CEO	Adv. WHS at Y Biz Unit	Decision to Go Live w/o Adv WHS at Y Biz Unit results in less than acceptable results	L	H	3	Previous decision to delay implementing Advanced Warehousing at Y Biz Unitward until after ERP Go Live	4-Jun-08	Accept-No Action	Work with Y Biz Unit people to ensure results are acceptable	Plan upgrade to Adv WHS at Y Biz Unit after Go Live	
29	R36	EXT	TO2: Technology	ICT Team Leader	ERP ESU Required	ERP ESU Required before Go Live	L	M	2	ICT analyzed components of this risk	4-Jun-08	Accept-No Action	Mainframe Tools Release already addressed.		
30	R33	INT	DV2: Scope	Procurement Team Leader	VOI Manual Processes cause extra work	VOI stores being a manual process cause extra work (1/2 person per site) in ERP + will cause inventory counts to be done outside of ERP	M	L	2	To be resolved with VOI solution..	4-Jun-08	Accept-Control	CR approved but with low priority (i.e. implement for Go Live if time permits). Inventory reports being created in BI & Finance in order to perform inventory counts. Issue reports being created in order to pay vendors	If not ready for Go Live, ProTrans type person(s) may be required for extra work until implemented as a future enhancement to ERP after Go Live	
31	R34	INT	MD3: Data	MD Manager	Poor MD Integrity	Poor MD integrity leads to transaction errors, manual rework	L	M	2	May not discover until after Go Live	4-Jun-08	Accept-Control	Data conversion & purification process attempts to eliminate integrity issues.	Ensure adequate MD staffing to handle unforeseen MD integrity problems.	
32	R35	INT	TD: Training	HR/Training Manager	Computer Based Training Inadequate	Computer Based Training inadequate.	L	M	2	Some individuals or groups required additional training and/or different approach. Inaccurate assessment of training requirements.	4-Jun-08	Accept-Control	Ensure comprehensive CBT training approach, plan and standards. Review with Power Users & Mgt. as early as possible. Develop validation steps to ensure training works and is received by all. Develop special training as required (e.g. hourly, shift workers)	Ensure Post Go Live Support plans and staffing have provisions (e.g. facilities, resources) for additional training.	
33	R38	INT	DV3: Testing	Finance Team Leader	Interco x-border	Intercompany x-border transactions do not work properly in time for Go Live	L	M	2	Integrated testing behind.	4-Jun-08	Accept-Control	Xborder scripts are top priority. Consider delay of Go Live if not ready at Go/No Go Decision milestone.		
34	R39	INT	TO1: Technology	ICT Team Leader	BI, Data Warehousing etc. ESUs required	BI, Data Warehousing etc. ESUs required before Go Live, BI/DW Network connectivity	L	M	2	ICT analyzed 8-components of this risk	4-Jun-08	Accept-No Action	Some dependencies on Testing		
35	R31	INT	TO1: Technology	ICT Team Leader	Inadequate DW Performance	Poor DW performance and other problems not resolved before Go Live	L	L	1	Refinement & tuning of DW software not completed by Go Live	13-Jun-08	Accept-No Action	Technical performance problem resolved. Appropriate planning & execution of Mimix set-up and tuning.	Plan B?	
36	R37	INT	DV2: Scope	Procurement Team Leader	Header detail different on PO	The need for the header branch plant to be different than the detail branch plant on Raw Material PO's	L	L	1	Planners will need to change releases (PO's) after they create them. If they do not accounting will have issues when paying.	4-Jun-08	Accept-Control	CR4 Approved. Changes being made in ERP before Go Live.	If not ready, change to agreed alternate. Exception report could be created.	
							L	L	1		4-Jun-08	Accept-No Action			