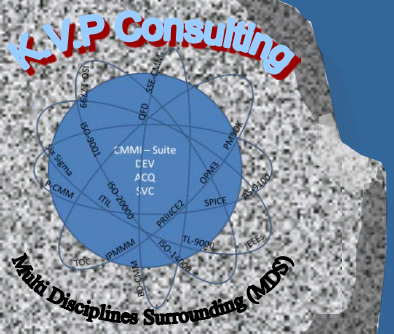

STORM
(Strategic Technology and Operational Risk Management)

Innovative Approach for Organizational Integrated Risk Management Approach

Kobi Vider – Picker

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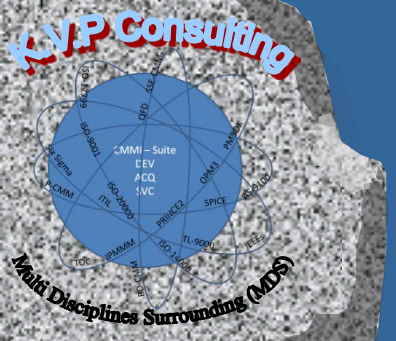
+972522946676



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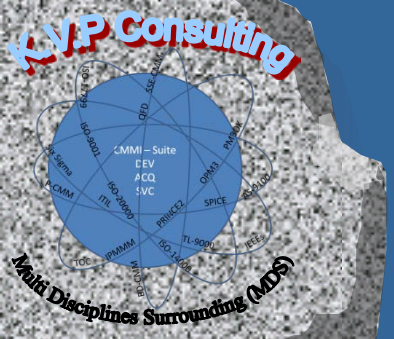
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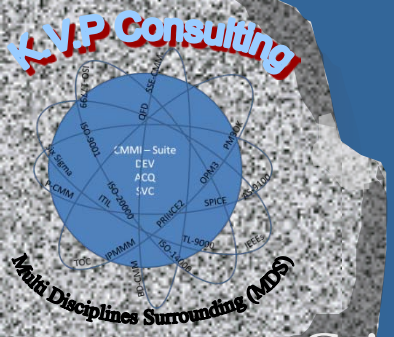
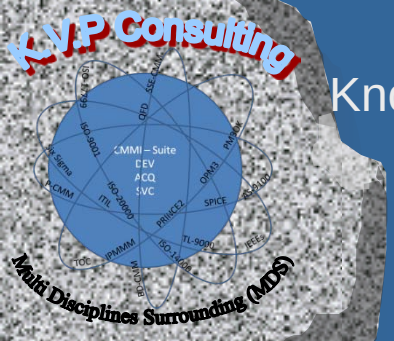
Multi Disciplines Surrounding (MDS)

Agenda



Background to the Need

- Critical facility emergency events and incidents are managerial, not technical
- Mission and objective statement as much as other, must include quantitative objectives that are stated in a clear way
- Basic building block is the capability to accurately evaluate the unit's effectiveness along with the efficiency of its resource usage
- The main challenge is to integrated the overall **risks** in the '**spider net**' and to **understand** their **true impact**



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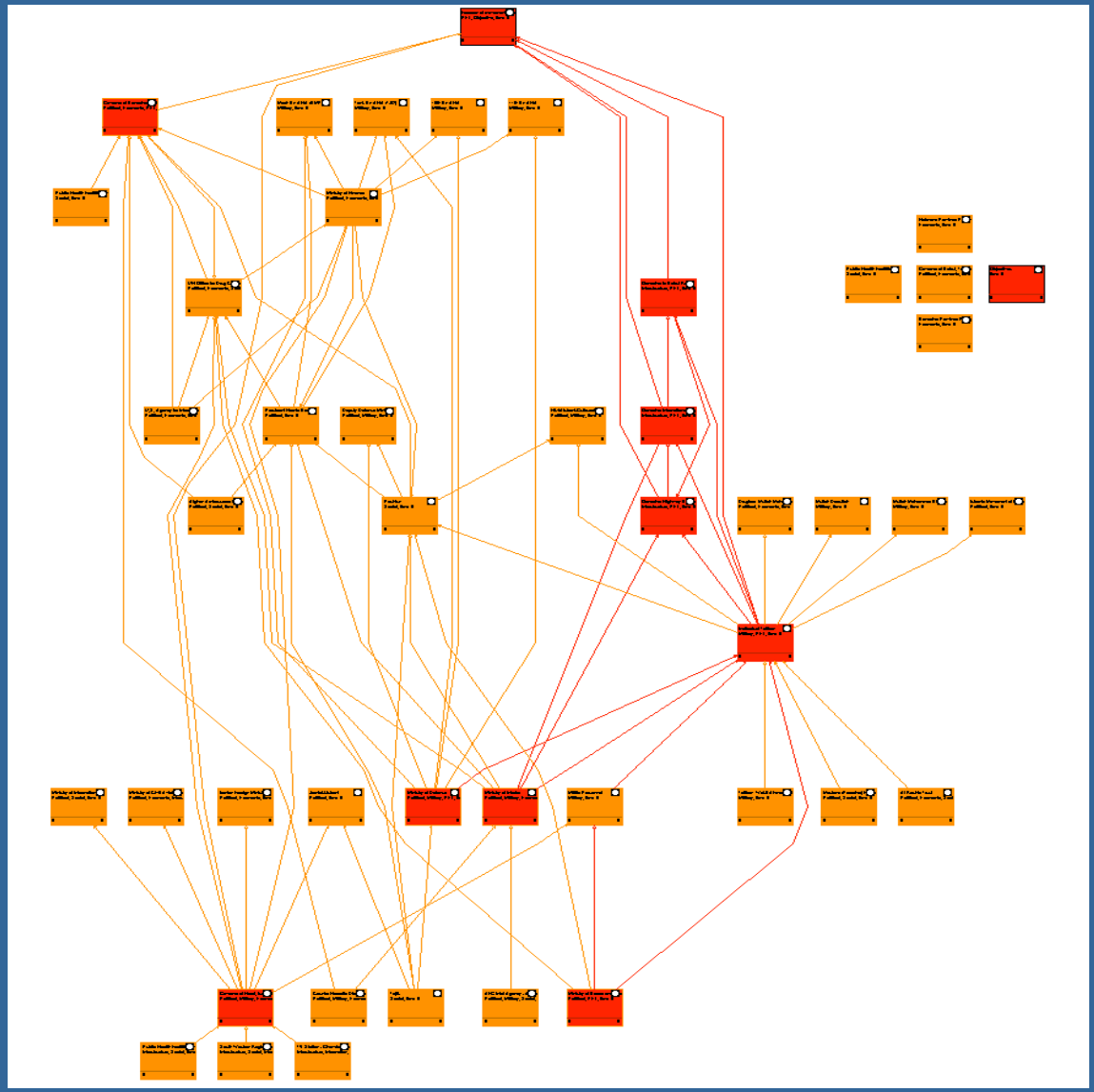
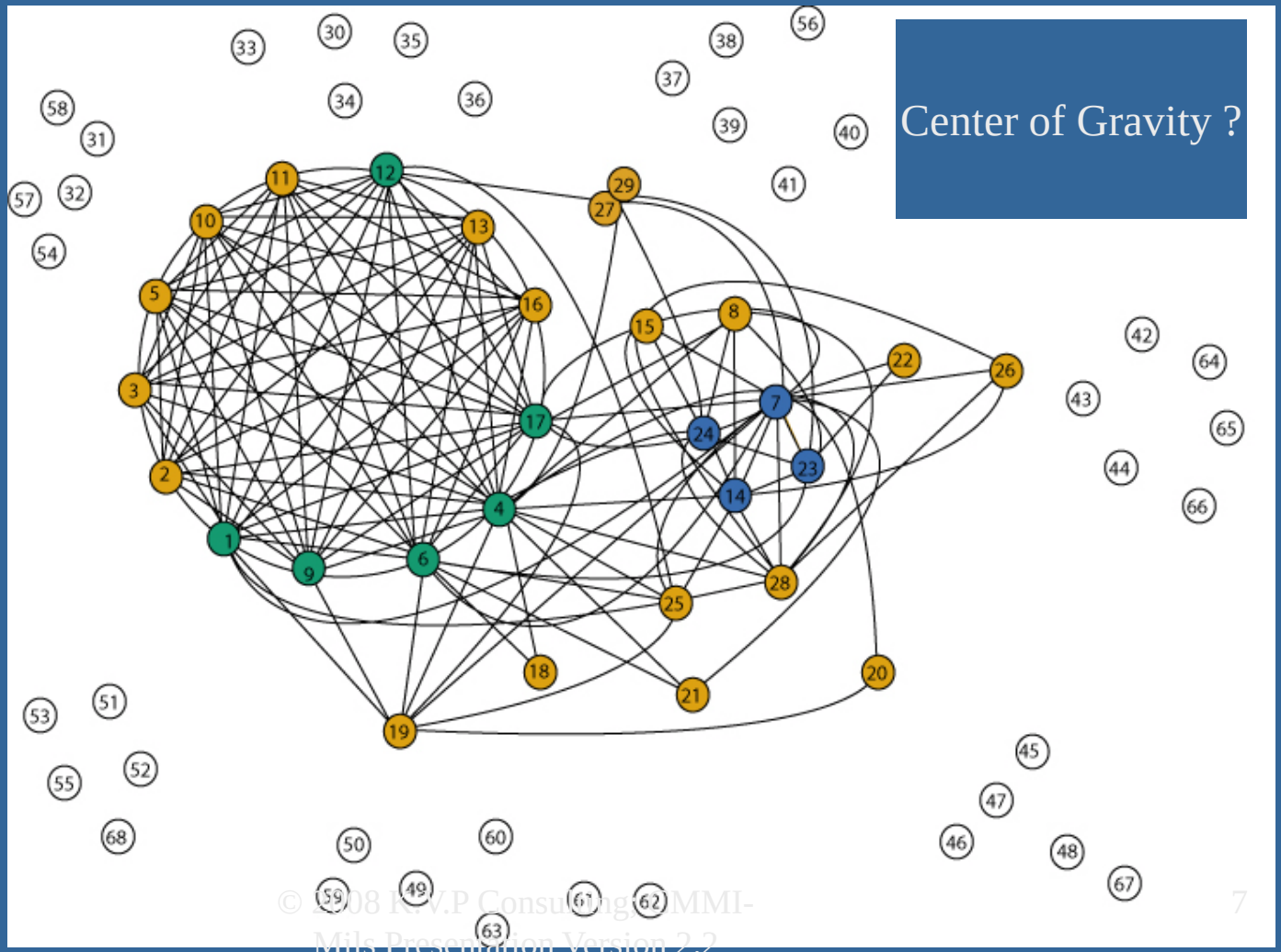
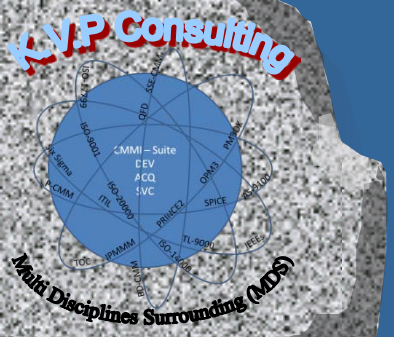
A Complex Effects-based Environment



Military Combat Services Support Challenges in the Battlefield

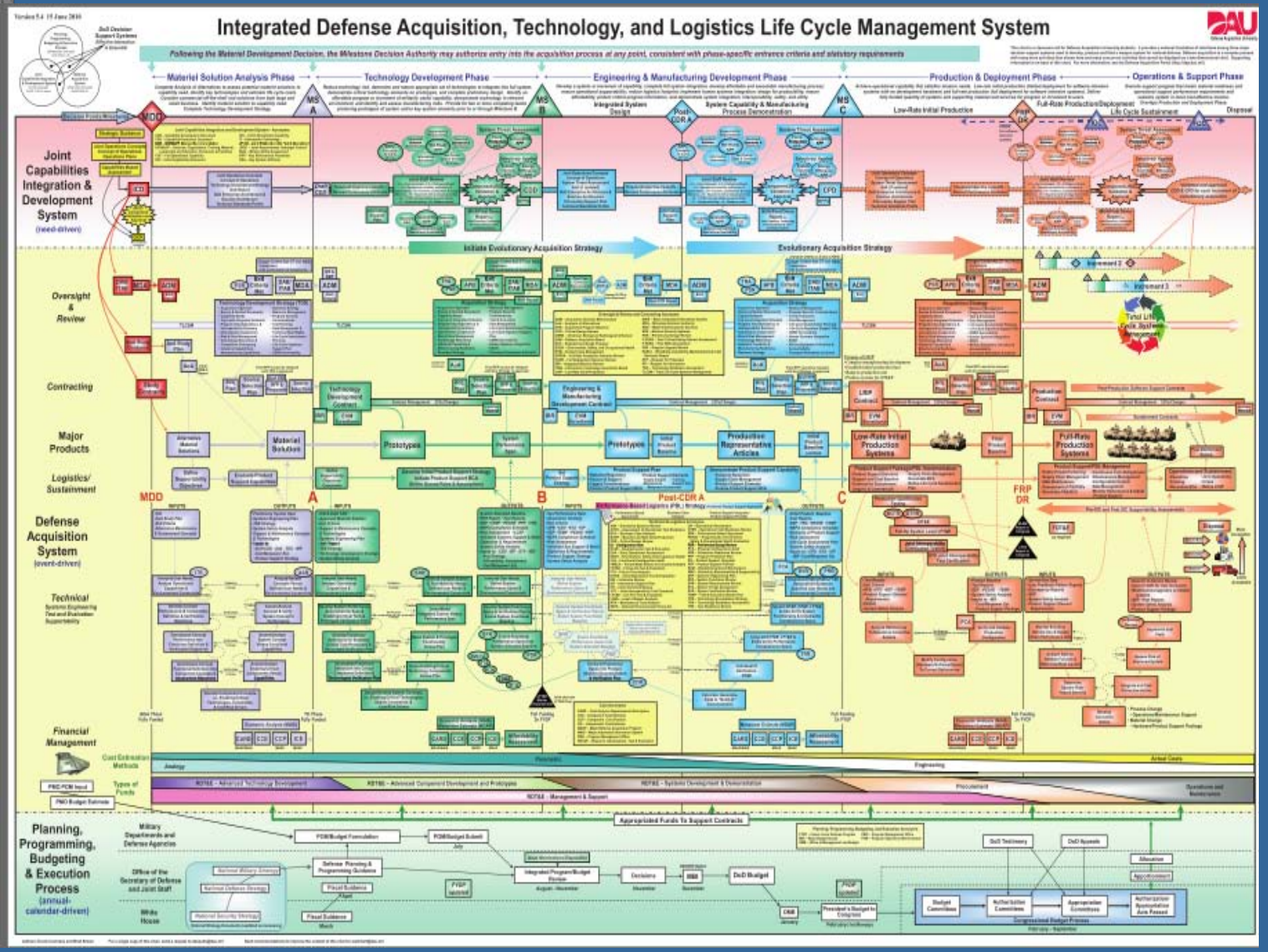


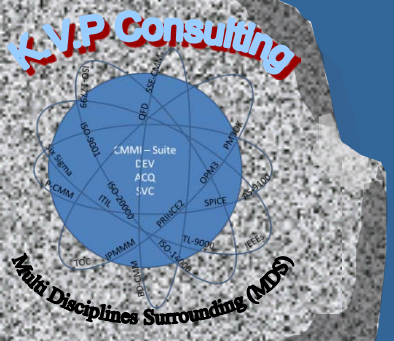


Work Assumptions

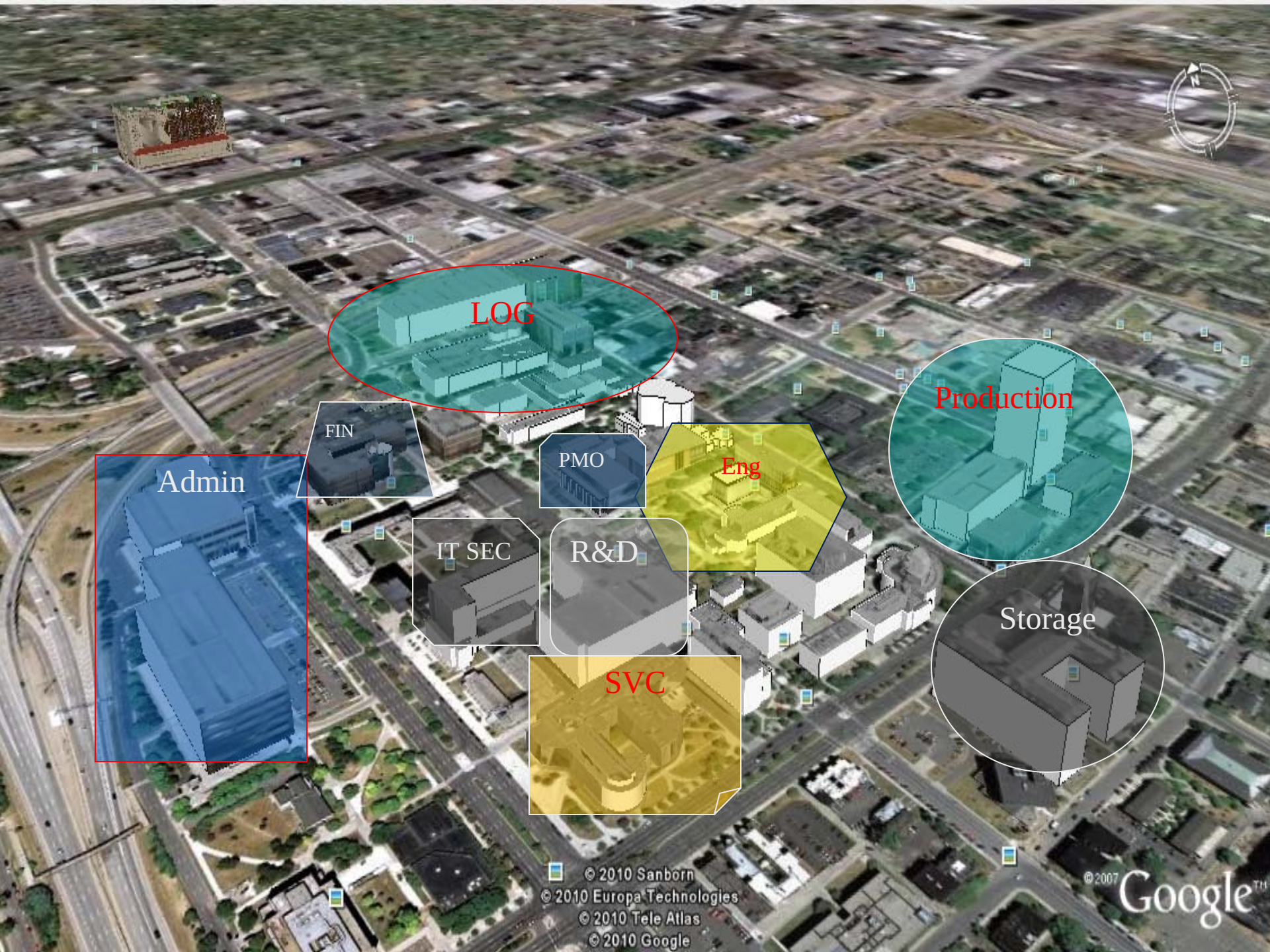
- Decisions are managerial, not technical
- Objective statement as much as other, must include quantitative objectives that are stated in a clear way
- Basic building block is the capability to accurately evaluate the unit's effectiveness along with the efficiency of its resource usage

Typical Lifecycle Description





Conceptual Case Study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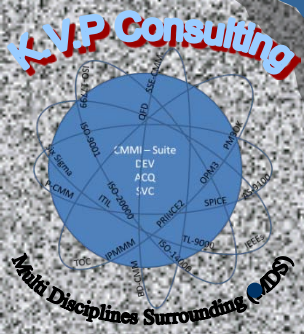
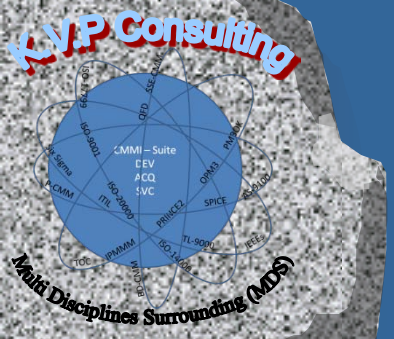


Background

- A key to organizational wisdom is
  - judgement and decision making,
- Which requires an understanding of the complexity of a situation, but also requires the ability to make sense and simplify a situation or event so that appropriate and effective action can be taken.
- Three important drivers for the development of organizational wisdom are
  - Experience
  - Passion to learn, and
  - Culture.
  - Processes for acquiring organizational wisdom such as transformational leadership, organizational culture and knowledge transfer are also part of our focus and will be discussed.



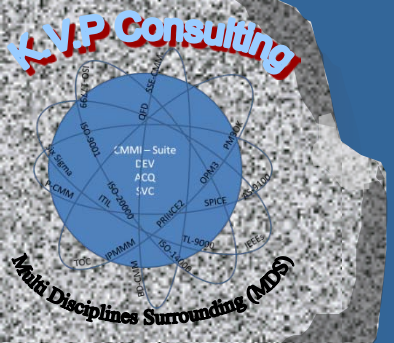
The Challenge Statement

Organizations that need to establish business relationships with other businesses face major challenges including:

- The need for creating a win-win-situation
- The effort to align business processes and link up information systems across company borders

Organizations do not know how to efficiently use interoperability from the business perspective to identify the fundamental artifacts that are related to business interoperability

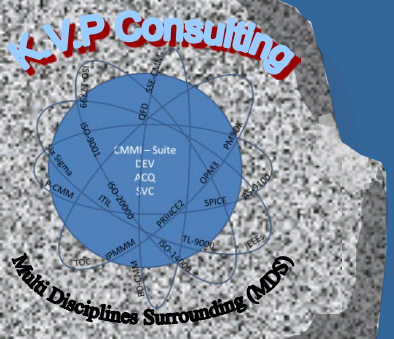
Integrated Risk Management Approach



Common Failures - 1

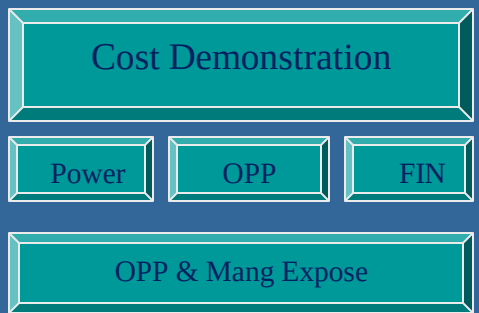
Organizational Crisis are predominantly managerial, not technical.

- Lack of defining business objectives in quantitative terms and structure
- Inadequate definition of 'Good Enough' level
- Inability to differentiate different business objectives and success factors for the different domains and lifecycle phases
- Inadequate resource usage and adjustment to Plan and Objectives
- Failure to identify and manage risks
- Poor or mismanaged service / operational requirements
- Uncontrolled baselines, no configuration management
- Misunderstood business / operational needs and objectives



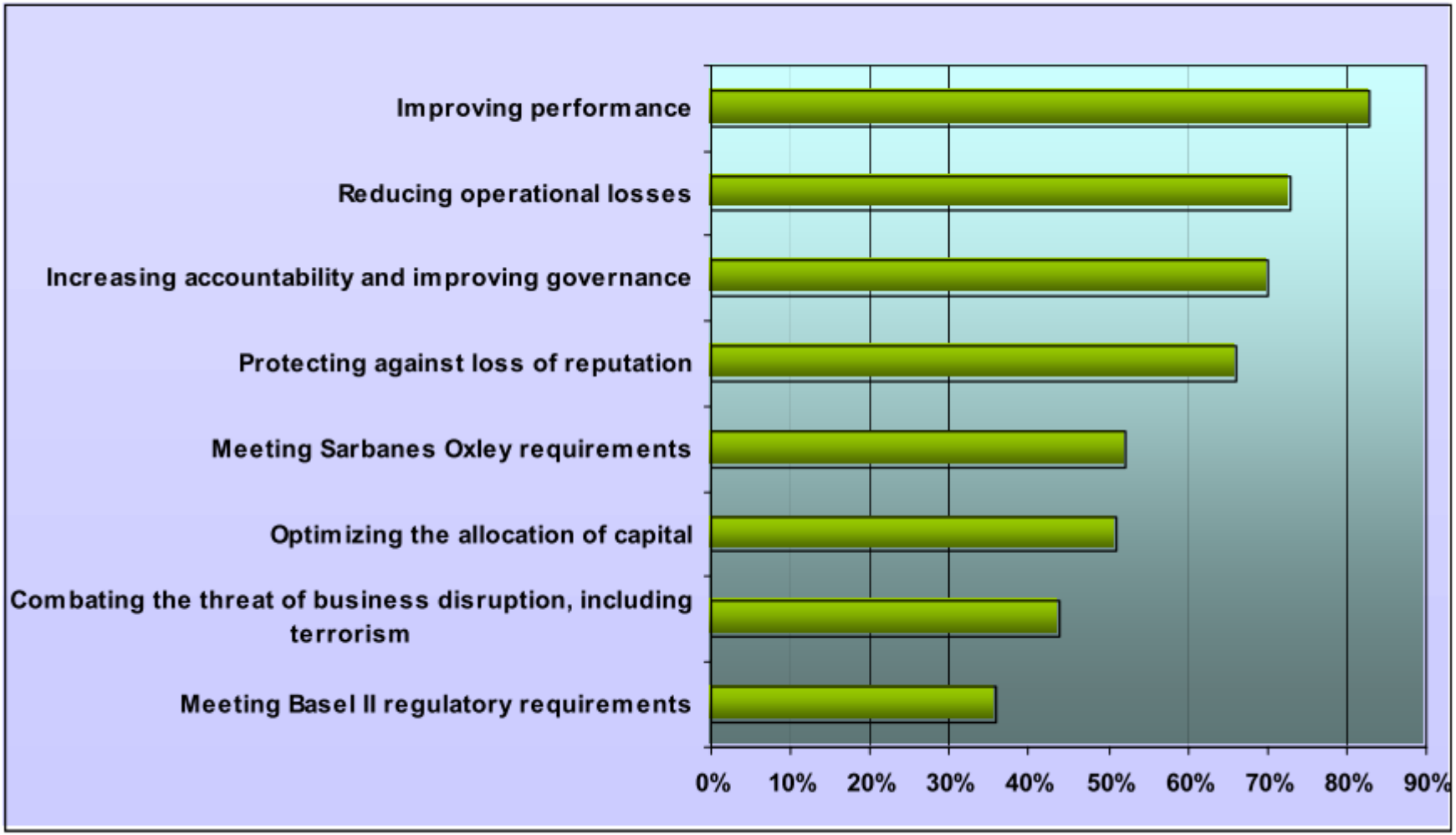
Common Failures - 2

- Poor contractor acquisition or management
- Lack of skills, capability and training
- Poor planning and tracking
  - Value Stream
  - Equipment
  - Resources
  - Finance
- Poor / misuse of data and measurements
- Inability to estimate accurately
- No quality assurance / control
- Poor communications

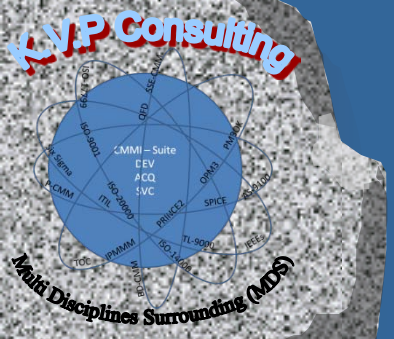


Main Areas and Response for Risk Management Improvements

Figure 1. Main Reasons to Invest in Operational Risk Measurement and Management

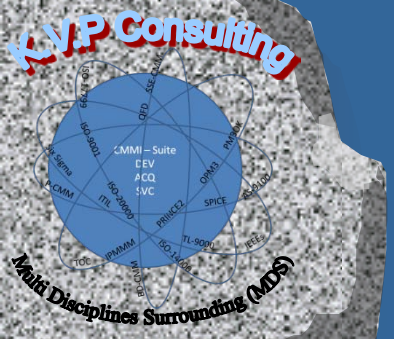


Source: Risk Management Association (RMA). 2003.



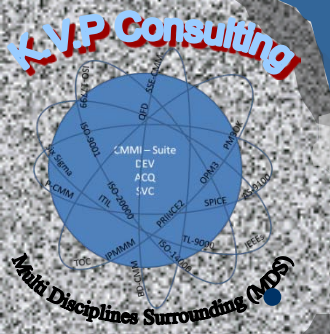
The Operational Need

- Management capability level from both professional and knowledge level
- Performance and reporting norms
- Self management and self discipline maintaining personal professional and knowledge capabilities
- Individual and team discipline
- Cooperation and knowledge and resource sharing
- Appropriate visibility of information, data and capabilities
- Quality of readiness and preparedness for performing mission



The Operational Need

- Centralized resource management and appropriate utilization and usage of it
- Multidimensional management (future planning, unit strategy, short term objectives, the immediate objectives)
- Initiating, developing and implementation management of new tactics and technologies
- Balanced planning and deploying new tactics improvements and new technologies in a measured way that will quantify the improvement vs. expectations
- Information, data and communication security



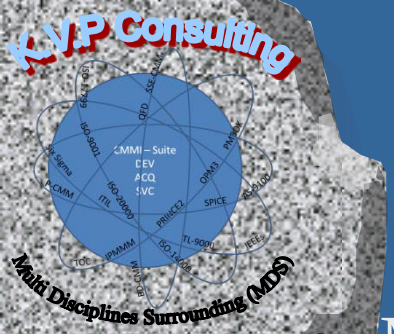
The Operational Need

Each person working in the implementation organization will need to do the following:

- Access the response doctrine descriptions
- Understand all the response doctrines at a top level
- Understand in detail the response doctrines that he or she performs

In addition, managers must do the following:

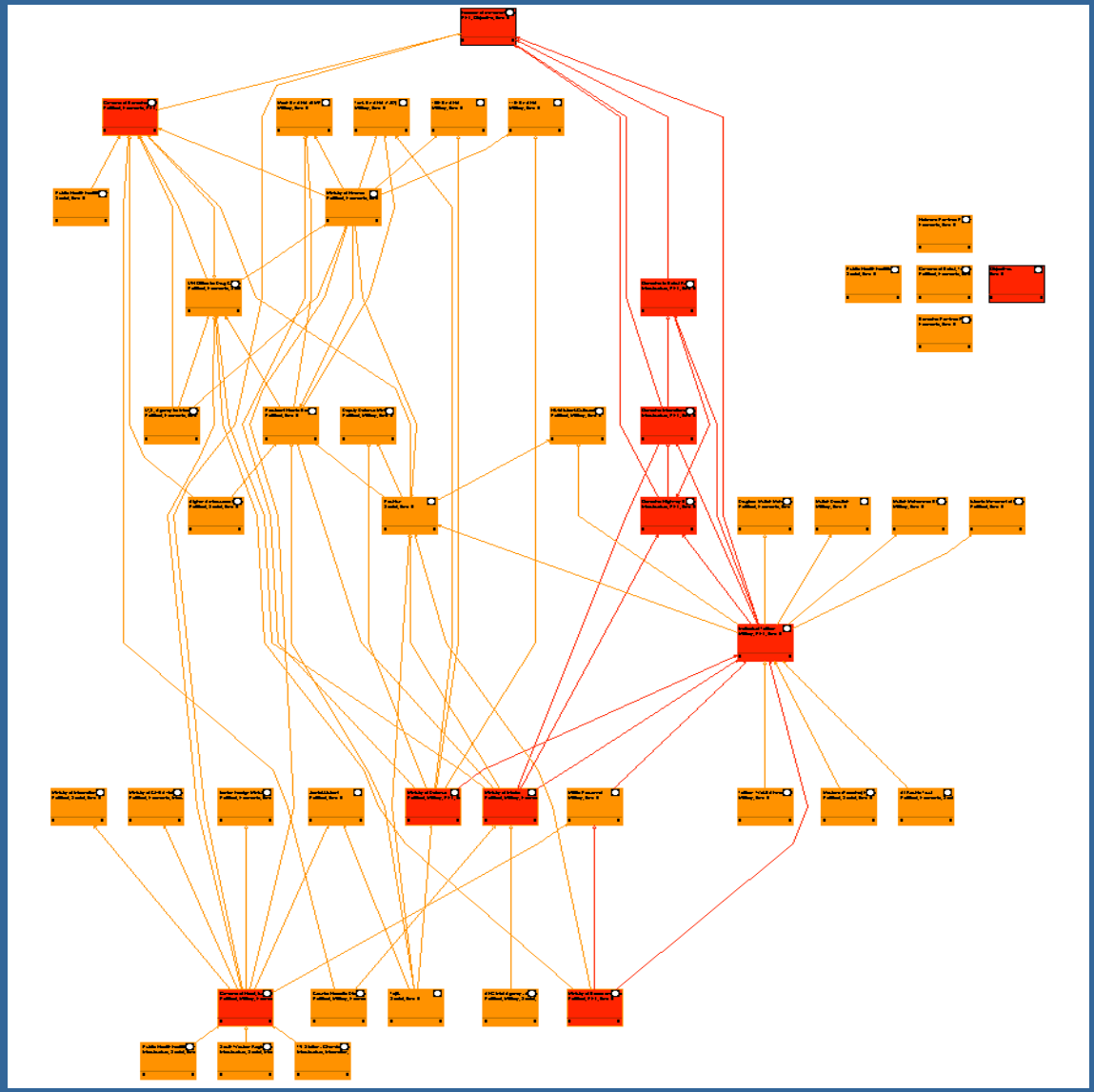
- Understand all the response doctrines at a top level
- Understand the leadership response doctrines change management in detail
- Understand how to lead the unit using the new response doctrines
- Access historical measurement data for all response doctrines versions performance
- Support implementation of new response doctrines in their own surroundings
- Remove roadblocks to implementation



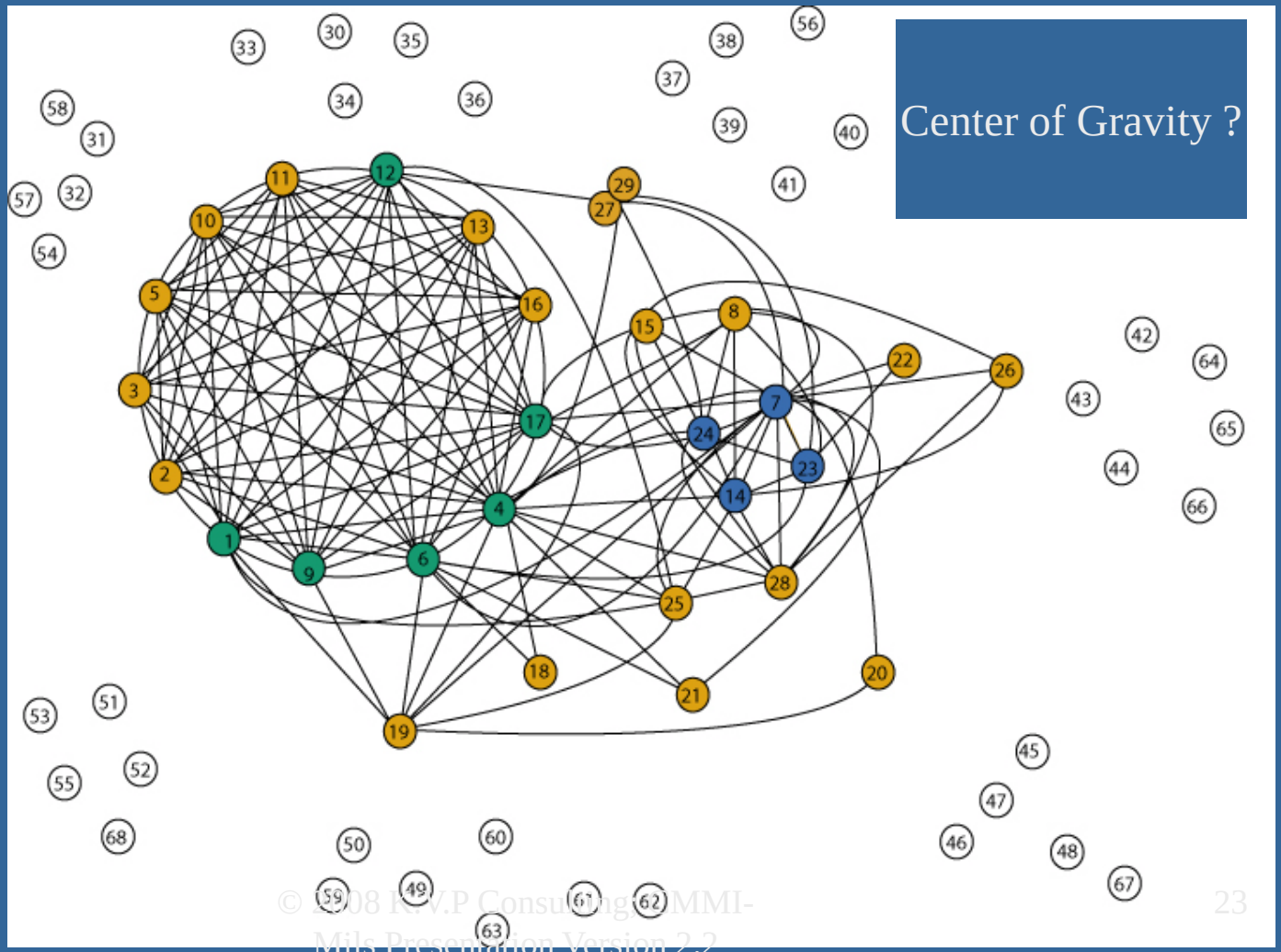
The Operational Need

- Many of these challenges were an is addressed on and **ad-hoc basis**, usually with specialized solutions or technologies that were limited to functional areas of the operational scenario or a unit that is currently in the frontline at a given time

A Complex Effects-based Environment



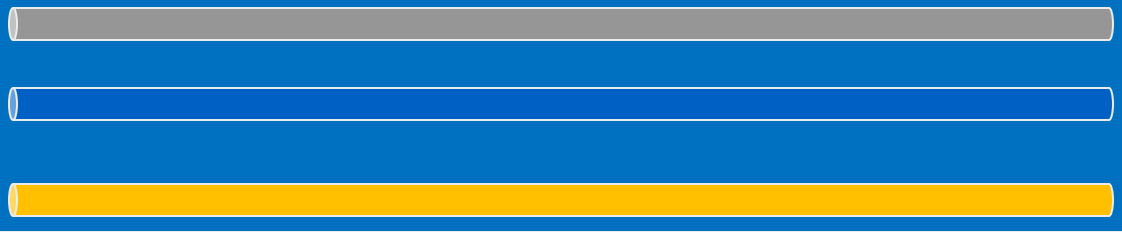
Military Combat Services Support Challenges in the Battlefield

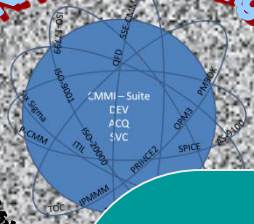


Common

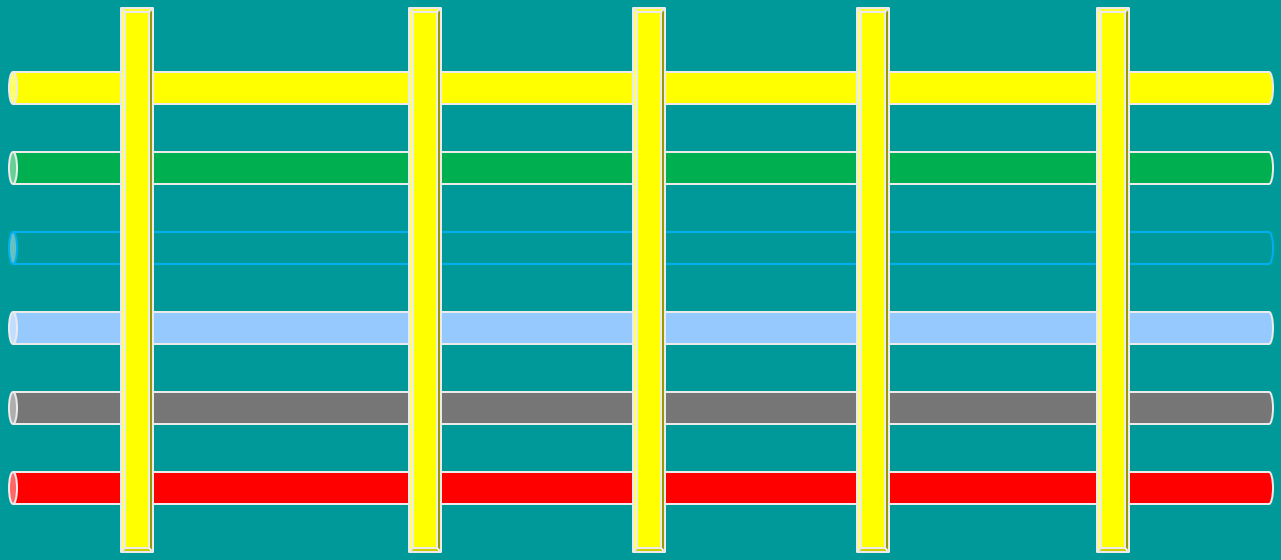
The Entity

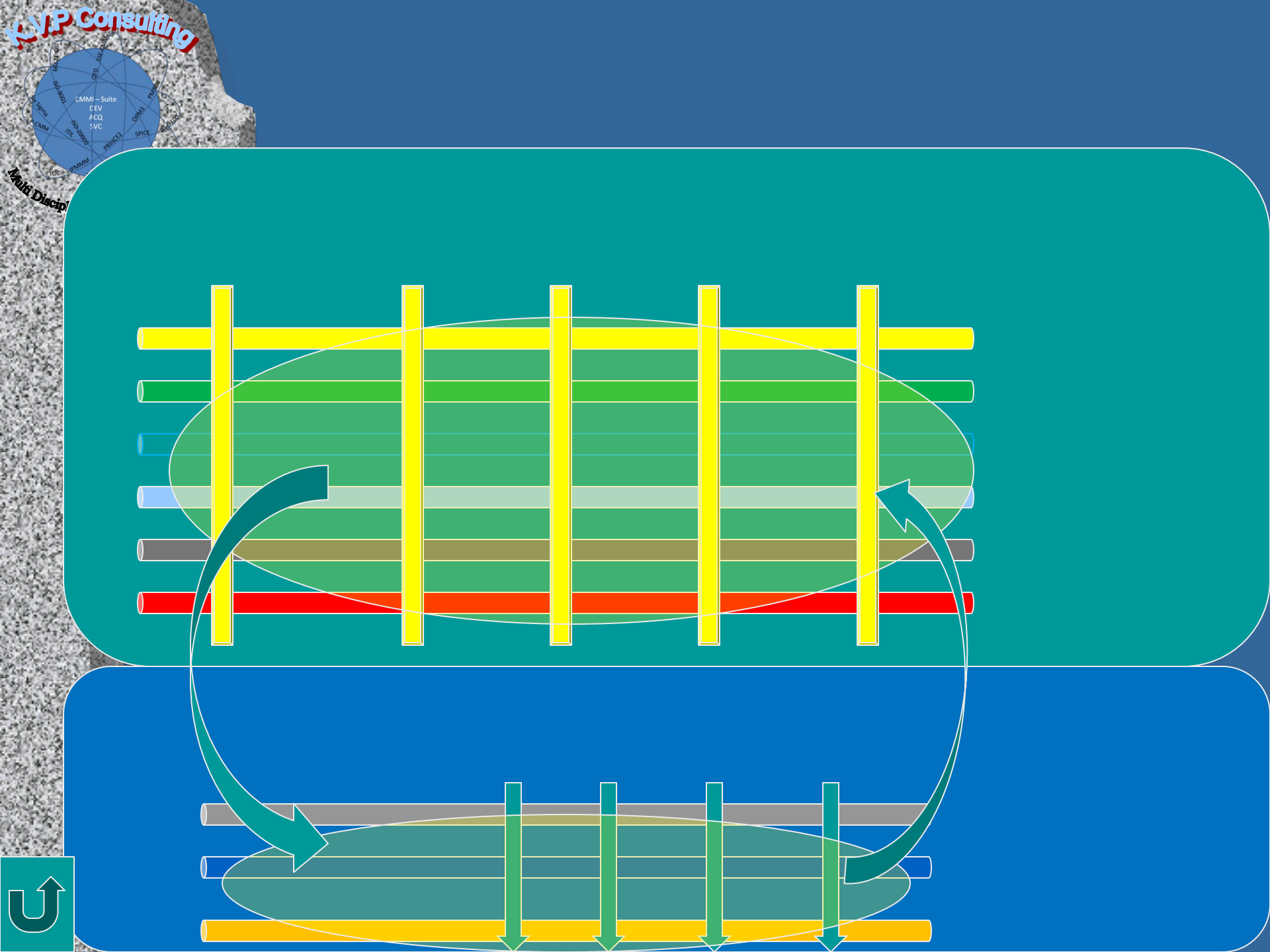
The Unit





Multi Discipl

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SVC
Multi Discipl

Main Failures and its Related Cost

Date	Type of Firm	Loss (in USD)	Brief Description of Allegation
Nov -85	Bank	4 million	Computer problems with Fed payment connection
Feb-93	Corporate	1.04 billion	Unauthorized futures trading
Apr-94	Brokerage Firm	350 million	False profits reported for two years
Sept-95	Bank	1.1 billion	30,000 unauthorized trades over 11 years
Feb-96	Bank	1.3 billion	Losses from NIKKEI futures hidden in 88888 account
Jun-96	Bank	1.8 billion	Unauthorized copper trading – futures, etc.
Aug-96	Fund	19.3 million	Deal allocations delayed for personal profit
Sep96	Bank	750 million	Dummy companies used to avoid compliance
Mar-97a	Bank	130 million	Option volatilities used to inflate prices
Mar-97b	Bank	100 million	Funds transfer to personal account

Table 1: Example financial losses attributed to operational risk

Main Failures and its Related Cost

Example of Multiple Linear Regression

Month	Number of Operational Losses	Amount of Losses	Overtime in Hours	Number of Transactions	Number of System Failures
January	84	1,600,000	80	1230	41
February	93	1,893,452	110	1280	43
March	68	1,356,318	50	812	35
April	110	2,321,725	160	1523	62
May	49	1,000,987	14	710	18
June	151	2,300,012	218	1510	83

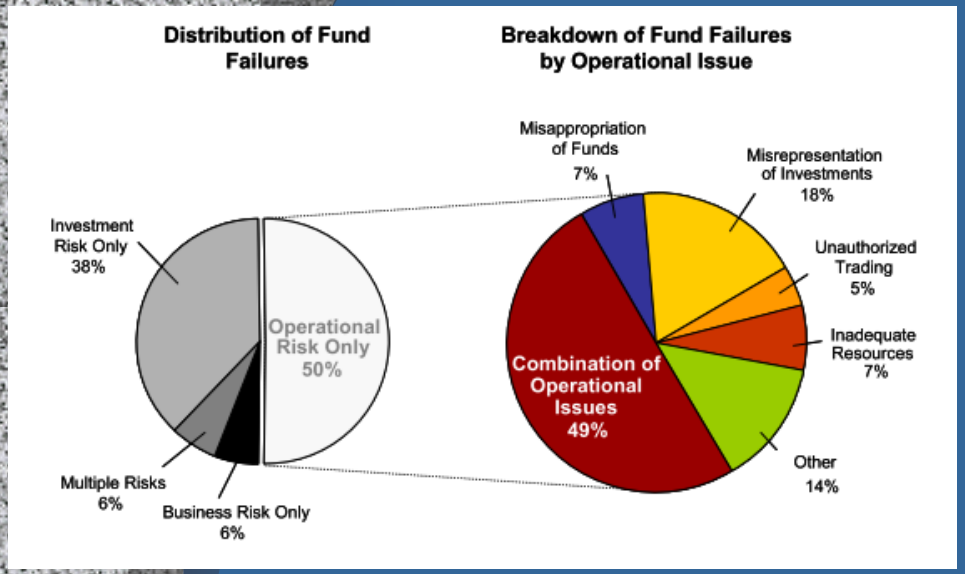
Main Failures and its Related Cost

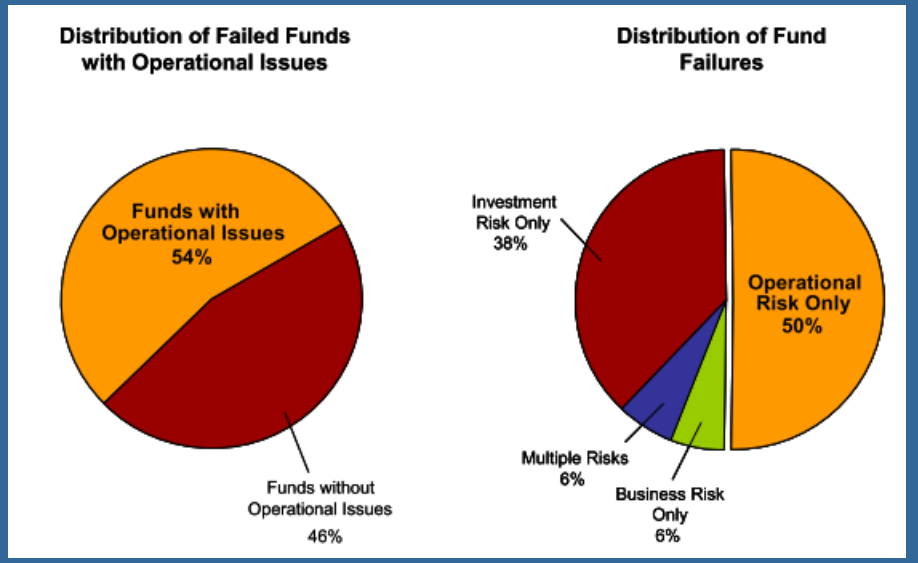
Table 1. Major North American Power Outages 1965 -2003

Event	Date	MW loss	People Affected
Northeast Blackout	Nov. 9, 1965	20,000 MW	30 million
New York City Blackout	July 13, 1977	6,000 MW	9 Million
West Coast Blackout	Dec. 22, 1982	12,350 MW	5 million
West Coast Blackout	July 2-3, 1996	11,850MW	2 million
West Coast Blackout	Aug. 10, 1996	28,000MW	7.5 million
Upper Midwest Blackout	June 25, 1998:	950MW	152,000
NE and Canada Blackout	Aug. 14, 2003	61,800MW	50 million

Source: US-Canada Taskforce report (2004)

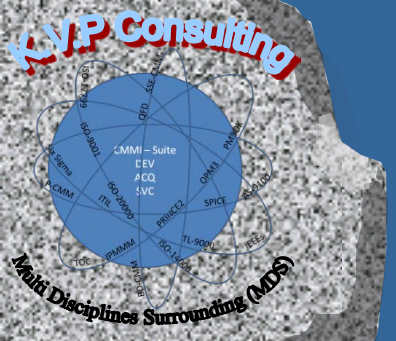
Main Failures and its Related Cost





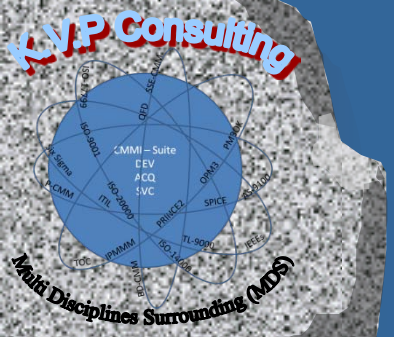
Main Risks Areas and Impact (Example Only)

Risk Class	Risk Type	Activity or Event	Examples	Mitigation	Frequency & Severity
People	Internal	Unauthorized Activity Lack of skilled personnel	Rogue Trading High employee turnover	Partially insured	
People	External	Fraud	Theft	Partially insured	
Systems	Internal	Model Risk	Model/Methodology error Mark-to-model error	Technical risk audit Improve quality of models/people	
Systems	External	Technology Risk	Telecommunication failure Blackouts	Contingency planning Insurance	
Processes	Internal	Transaction Risk	Execution error Settlement error Documentation/contract risk	Improve processes	
Asset damage	Internal	Physical asset risk	Pipeline Rupture Production loss Unexpected plant outage	Partially insured Contingency planning	
Asset damage	External	Physical asset risk	Uninsured or irrecoverable loss or damage to assets	Insurance	



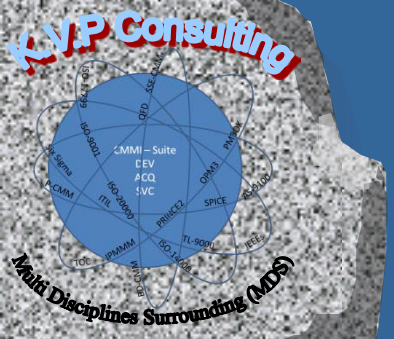
The Challenge

- This situation where the organization is running
  - separate process improvements on different parts of the system / product lifecycle
  - With partial overall view in interactions and handshakes between these groups is introducing inefficient usage of
    - resources,
    - expensive maintenance of duplicate infrastructures
    - and Organizational Sets of Standards Processes as well as assets,
  - May result in less quality and impacting the competitive edge with their global counterparts.



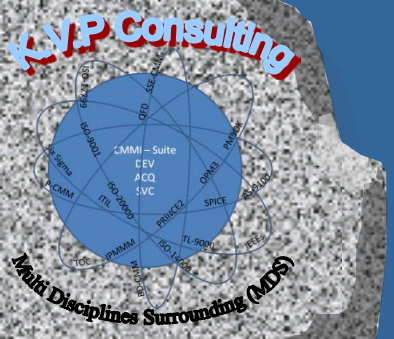
The Approach to the Solution Concept

- Best practices in the model focus on activities for providing quality services to the customer and end users
- To identify improvement targets in main lifecycle areas such as operations, information, governance, people and organizational structure, portfolios, project execution, and finance
- Select processes that are critical to the system success such as stakeholder management, technical interfaces and integration



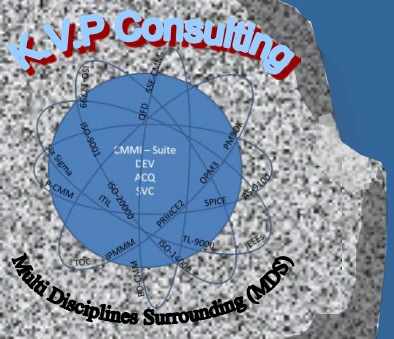
The Approach to the Solution Concept

- Build an action plan composed from the following main steps
  - Organizational map
  - Functional team and groups size and role in the lifecycle
  - Full lifecycle map
  - Setting improvement targets
  - Gap analysis
- Suggesting to the senior management to address the lifecycle and process (as a whole) as a complex of crossing services and to add additional content to the lifecycle map (as a layer) and content in the guideline that will define the different interactions as services



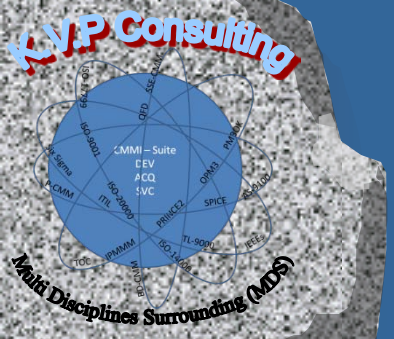
The Conceptual Solution

- Building on contingency theory, it outlines a comprehensive framework suggesting a fit between the level of Mission interoperability and environmental as well as internal contingencies.
- Moving from the current environment of basic process and way of thinking toward a more controlled and measured process to reduce the overwhelming amount of information that build decisions



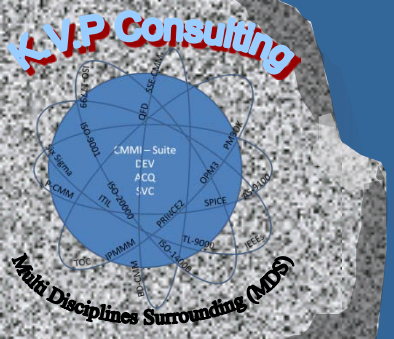
The Conceptual Solution

- We have found that Maturity Models and practices combined with some other industry standards and methods as a new integrated approach can be used as tools to leverage procedures to support the Critical Facility and the Critical Facility al Mission objectives and capability, readiness and preparedness to achieve Mission improvement and excellence.
- It is the premise of this presentation to give you brief idea on the model concept and context. It will provide you the basic information regarding the value added by using it and how to appropriate to do it while implementing and defining it to your own Mission context



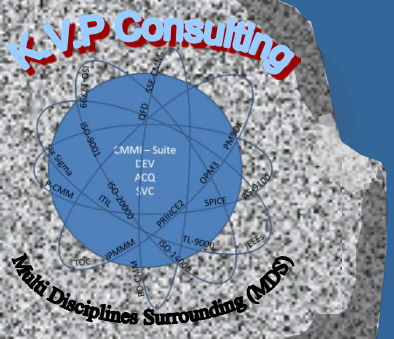
The Conceptual Solution - 1

- Building on contingency theory, it outlines a comprehensive framework suggesting a fit between the level of business interoperability and environmental as well as internal contingencies.
- Moving from the current environment of basic processes and way of thinking toward a more controlled and measured set of processes to reduce the overwhelming amount of information that is now required to build decisions



The Conceptual Solution - 2

- We have found that Maturity Models and practices combined with some other industry standards and methods as a new integrated approach can be used as tools to leverage procedures to support the organization and the organizational business objectives and capability, readiness and preparedness to achieve business improvement and excellence.
- It is the premise of this presentation to provide a brief idea on the model concept and context.
  - This presentation will provide you the basic information regarding the value added by using the model and how to appropriately interpret the model while implementing and defining it to your own business context



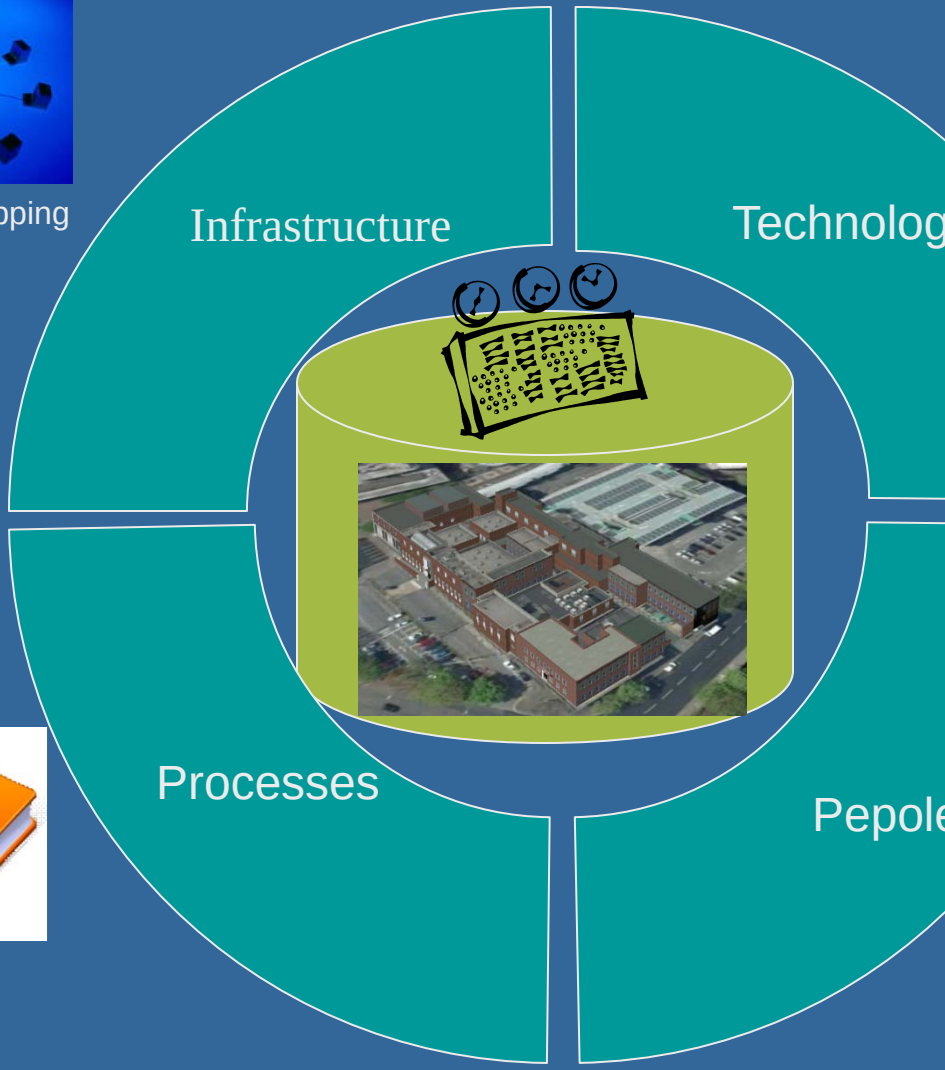
The Four Main Entities and Their Role

- Facility
  - Provide the ‘hard and physical’ working environments and infrastructure
- Technology
  - Provide the ‘soft and intangible’ working environments and infrastructure and tools
- Process
  - Provide the working procedures and instructions, which assume to guide in the most effective way how to use the facilities and technology to achieve the business objectives by the people
- People
  - Provide the individuals that build the teams within the organizational units and groups, that perform the tasks and activities described in the process

Layers Conceptual Structure

Infrastructure Mapping

Technology Mapping
And Measurements



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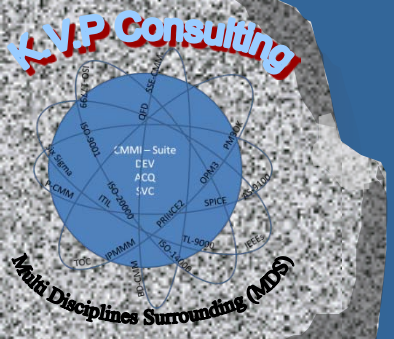
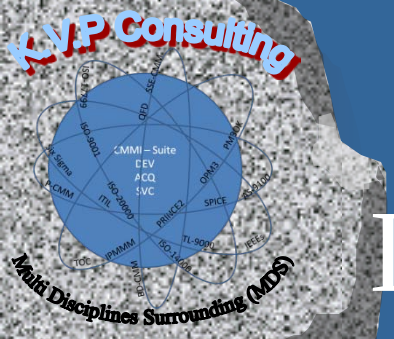
Toolbox

Case Studies

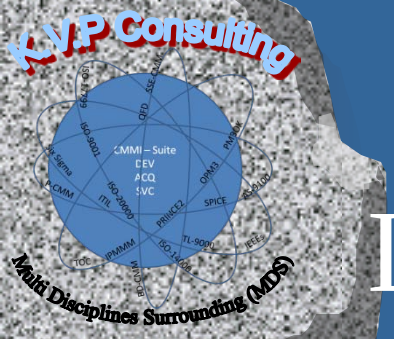
The Organization Managed Layers – Facility (as illustration only)





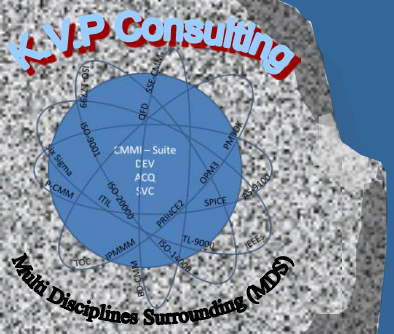
The Organization Managed Layers – Technology (as illustration only)

Safety Equipment	Security Equipment	Dashboards	Support Application
Maintenance Equipment	Manufacturing Equipment	Maintenance Environments	Manufacturing Environments
Development Tools	Administrative Equipment	Administrative Applications	Development Environments
Desktop / Laptop	Access System	Knowledge	Information
Servers	Phones	Intellectual Property	Patents
‘Physical’ Technology		‘Soft’ Technology	



The Organization Managed Layers – Processes (as illustration only)

XX	XX	Acquisition / Procurement	Support
Work Environments	Safety	Maintenance	Manufacturing
Ethics	Environmental	Development	Managerial (Portfolio)
Human Resources	Security	Knowledge	Managerial (Program)
Legal	Finances	Intellectual Property	Managerial (Project)
Administrative (Corporate 'wise')		Business / Delivery (Product 'wise')	

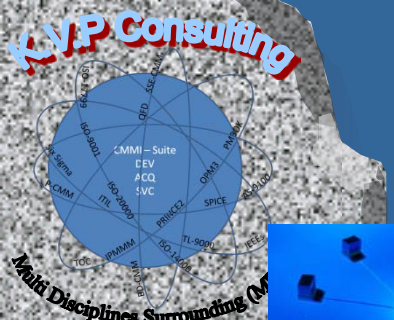


The Organization Managed Layers – People **(as illustration only)**

Administrative					Business / Delivery
	xx	xx	xx	xx	
	xx	xx	xx	xx	
	xx	xx	xx	xx	
	xx	xx	xx	xx	
	xx	xx	xx	xx	

Human Resources (Individuals)

Model Conceptual Structure and Elements



Multi Disciplines Surrounding (M

Dashboards and Infrastructure

Standards Compliance Map

STORM - BOK

IRMA-S

IRMA-B

Measurements Collection
And Supporting Technologies

Processes Infrastructure And Core Components

Foundational Processes

IRMA-MF

IRMA-AM

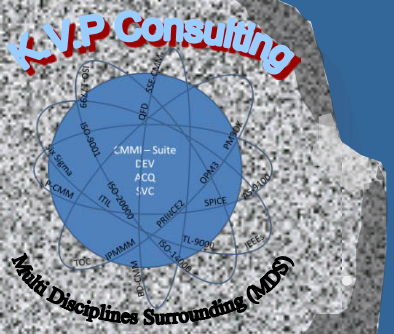
Leading Indexes

IRMA-CF

Unique Tool Box

HERMES

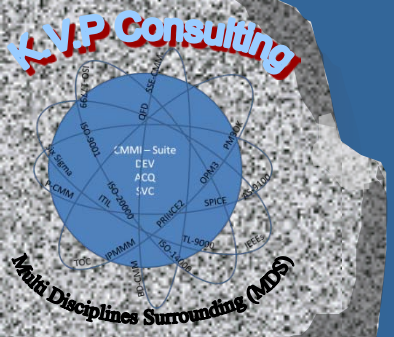
IRMA-OMR



Method Content (Model Wise)

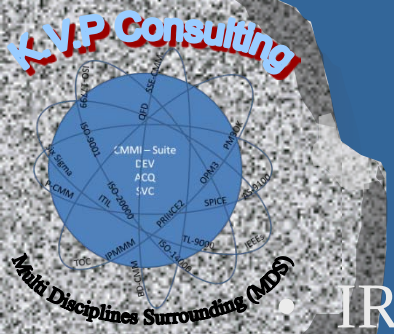
LSPI - Light Security Performance Index – this approach is a light version of the full model that allow a unit / organization to evaluate its security procedures against known and unknown threats by using a numerical scale to compare variables (the unit performed practices) with reference constants (the LSP Index items), the objectives of LSP is to give the unit general idea on gaps in its USP (Unit Standard Procedures)

- MDSPI/MSPI - Managing Defined Security Performance Index/ Managing Security Performance Index - this approach is a higher level and more advanced method to the LSP version. This index is built on the LSP gap mapping and adding additional layer. This additional layer allow the unit / organization to evaluate its security procedures not just against known and unknown threats like LSP, but also adding the organizational view that all units using the same procedures by using a numerical scale to compare variables (mapping all units performed practices) with reference constants (the MDSPI/ MSPI Index items), the objectives of MDSPI/ MSPI is to give the unit general idea on gaps in its USPI (Unit Standard Procedures Implementation)
- SSPI - Statistical Security Performance Index - this approach is a higher level and more advanced method to the MDSPI/ MSPI version. This index is setting the foundation to understand the unit / organization practice performance by understanding the statistical behavior of it. The objectives of SSPI is to give the unit general idea on gaps in its UOPPB (Unit and Organizational Practice Performance Behavior)



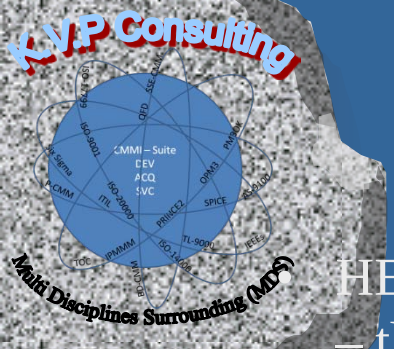
Method Content (Model Wise)

- IRMA-CF - Integrated Risk Management Approach Core Foundation, is the basic model that is the mandatory Body Of Knowledge (BOK) to all other models
- IRMA-B - Integrated Risk Management Approach for Business, this is a preset and preconfigured model that address the needs the common industry companies
- IRMA-S - Integrated Risk Management Approach Security, this is a preset and preconfigured model that address the needs the security industry and agencies (e.g. secured facilities, police, fire fighters)



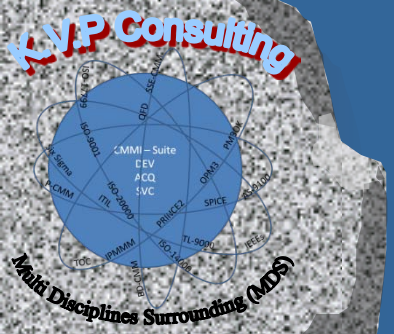
Method Content (Model Wise)

- IRMA-CF - Integrated Risk Management Approach Critical Facility, this is a preset and preconfigured model that address the needs the critical facilities (e.g. power plants, ports, air ports)
- IRMA-AM - Integrated Risk Management Approach Area Management, this is a preset and preconfigured model that address the needs for managing an area (geographic or defined as critical area (e.g. disaster zoon, government offices)
- IRMA-OMR - Integrated Risk Management Approach Operational Mission Readiness, this is a preset and preconfigured model that address the needs for a mission performance readiness and capability alignment



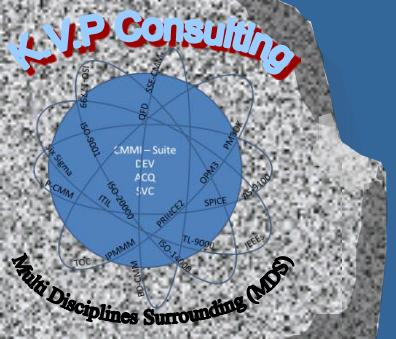
Method Content (Model Wise)

- HERMES (Harmonized Enterprise Risk Management Evaluation Standard – this standard is built from:
  - Standard Description Document (SDD)
  - Mandatory Evaluation Plan (MEP) with tailoring guidelines and preconfigured sets to address the five models
  - Interpretation Guidelines Sets (IGS) addressing the five models
  - Detailed scoping and rating scheme
- ERPI – Environmental Risk Performance Index - this approach is a light version of the full model that allow a unit / organization to evaluate its Environmental Risk analysis and management life cycle procedures agains known and unknown threats by using a numerical scale to compare variables (the unit performed practices) with reference constants (the ERPI Index items), the objectives of ERPI is to give the unit general idea on gap in its USP (Unit Standard Procedures)
- HERMLC – Harmonized Environmental Risk Life Cycle - the model objectives is to address the system / product lifecycle and process as a whole with complexity of crossing services. And to enable effective and efficient analysis from the first phases the level of Environmental Risk.



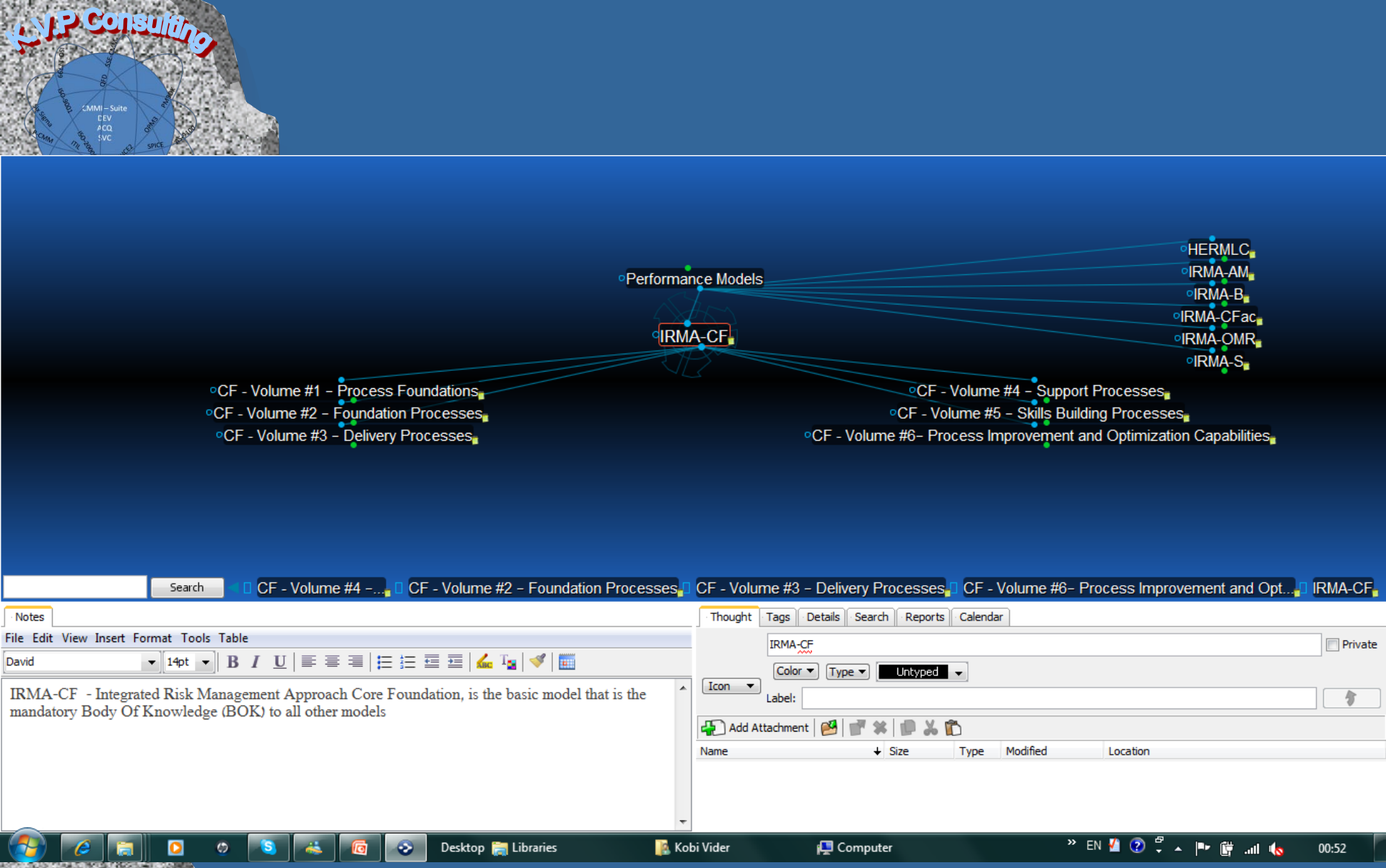
Solution Structure

- Model Architecture
- Model Publication Volumes
- Model Processes



Model Architecture - 1

- STORM is a comprehensive model that covers all business and operational aspects of the organization
- It is true that the model view serves as the start point for the single individual; however the best benefit from the implementation is gained at the:
  - Corporate and division level for the business and overall operations efficiency
  - Department and Group level in their own operations (it also depends on the task and objectives statements)
  - Projects and product lines level
  - Functional groups level (e.g. security)



Search | CF - Volume #4 –... | CF - Volume #2 – Foundation Processes | CF - Volume #3 – Delivery Processes | CF - Volume #6– Process Improvement and Opt... | IRMA-CF

Notes

File Edit View Insert Format Tools Table

David 14pt

IRMA-CF - Integrated Risk Management Approach Core Foundation, is the basic model that is the mandatory Body Of Knowledge (BOK) to all other models

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IRMA-CF Private

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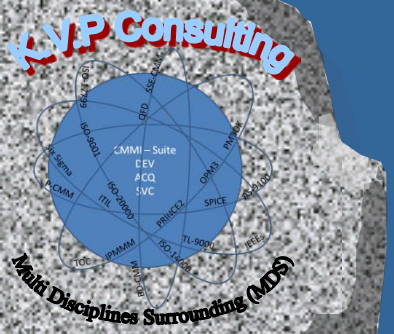


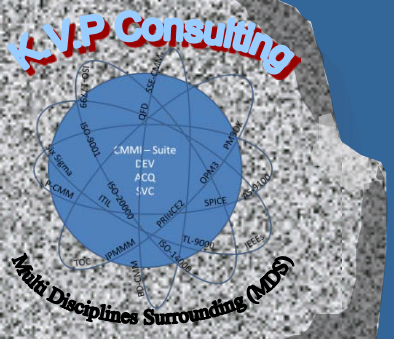
Model Architecture - 2

Preface
Part One – About the Model
1. Introduction
2. Model Components
3. Working with the Model
4. Relationships Among Areas
5. Implementation Guidelines
6. Interpretation Guidelines

Part Two – Model Body

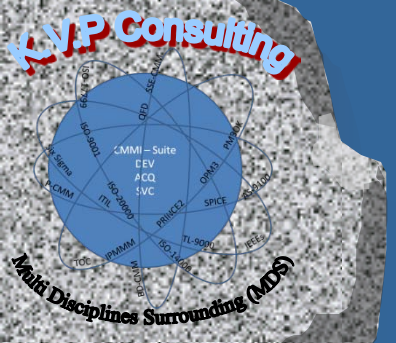
1. **Volume 1 – Process Foundations**
2. **Volume 2 – Foundation Processes**
3. **Volume #3 – Delivery Processes**
4. **Volume #4 – Support Processes**
5. **Volume #5 – Skills Building Processes**
6. **Volume #6– Process Improvement and Optimization Capabilities**

Part Three – The Appendices and Glossary
References
Acronyms
Glossary



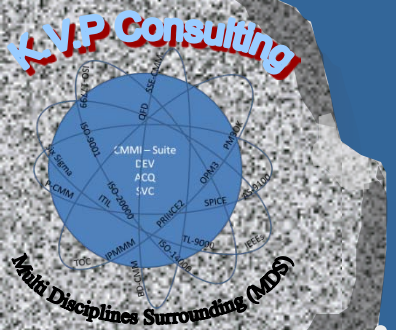
Model Volumes

- Volume 1 – Process Foundations
- Volume 2 – Foundation Processes
- Volume #3 – Delivery Processes
- Volume #4 – Support Processes
- Volume #5 – Skills Building Processes
- Volume #6– Process Improvement and Optimization Capabilities



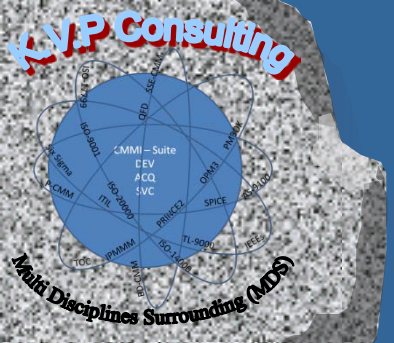
Model Architecture - 3

- The OBO-PI addresses the organization as a separated whole. For this reason we have divided it into different volumes:
  - Volume 1 – Process Foundations - this collection of practices identify the quality ingredients and requirements that are needed to establish and maintain strong and solid process
  - Volume 2 – Foundation Processes - this collection of process and practices address the requirements to develop and maintain (cradle to grave) work planning and control skills and capabilities
  - Volume #3 – Delivery Processes - this collection of processes and practices address the requirements to develop and maintain (cradle to grave) appropriate working and development skills and capabilities including work environment (tools)



Model Architecture - 4

- Volume #4 – Support Processes - this collection of processes addresses the requirements to develop and maintain appropriate support capabilities (cradle to grave) with full alignment with the organizational objectives and goals
- Volume #5 – Skills Building Processes - this collection of processes addresses the requirements to develop and maintain appropriate and efficient procedures to enable effective skills building that will answer the organizational need
- Volume #6– Process Improvement and Optimization Capabilities - this collection of processes and practices addresses the requirements to develop and maintain appropriate process understanding to enable focused optimization capabilities with full alignment to the mission objectives and goals



Volume Chapter Structure

Reference to Process Foundations

Method Domain

Purpose Statement

Overview and Explanations Notes

Related Methods

Typical Work Products

Method Description and Flow

Objectives

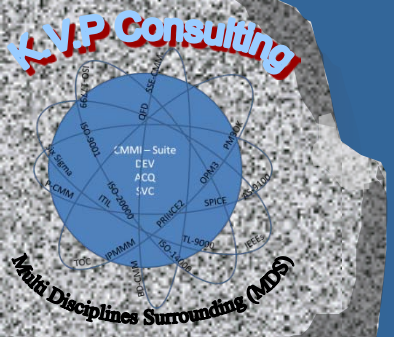
Steps

Expected Actions

Legend

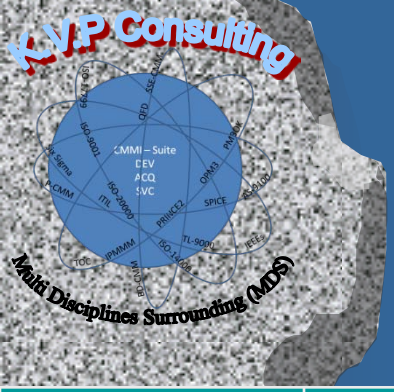
Required

Expected



Additional Supporting Informative Components

- There is further information that is provided in the form of the following components:
  - Examples
  - Amplifications
  - References
  - Notes

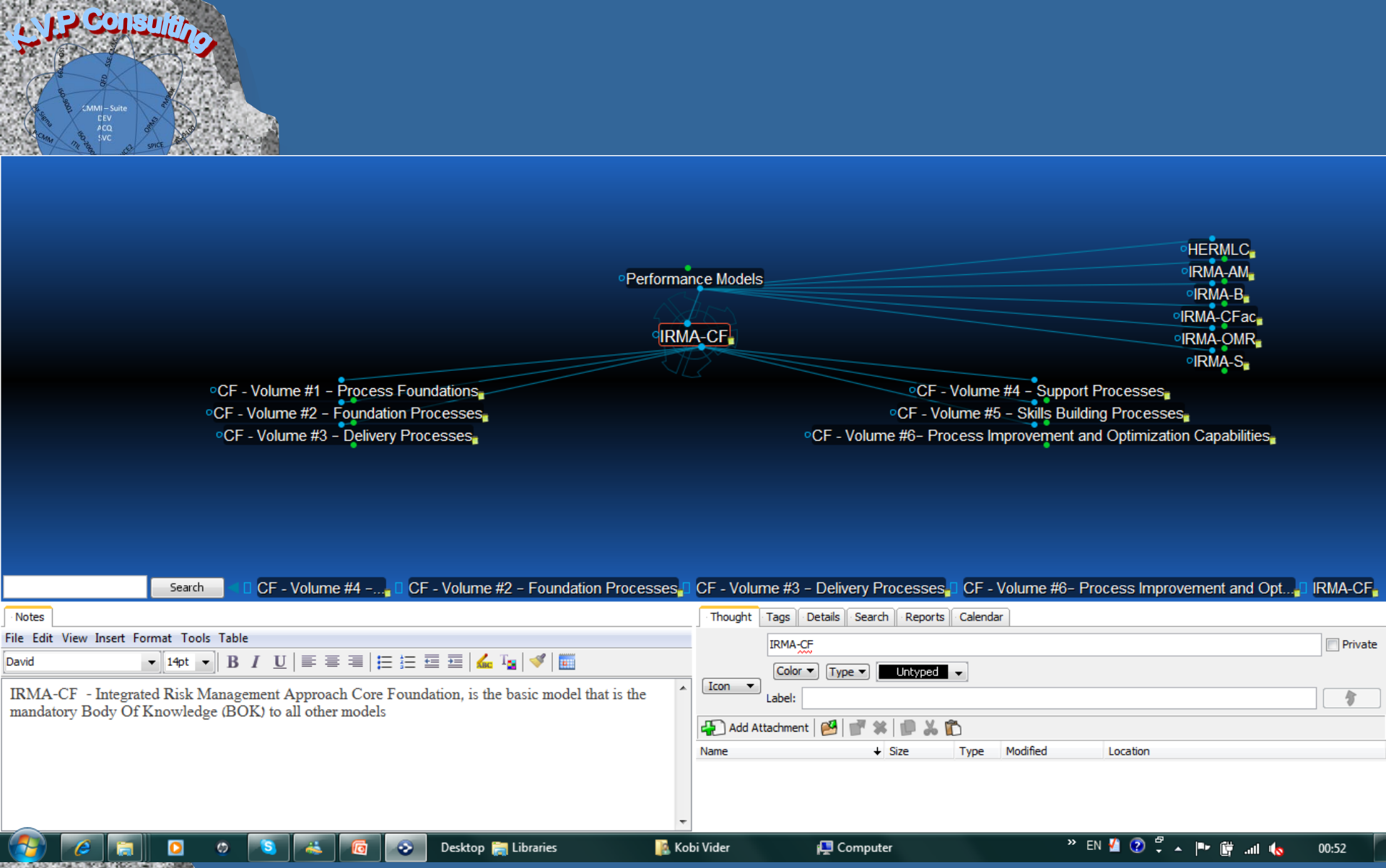


Model Processes

Volume 1 – Process Foundations	Volume 2 – Foundation Processes	Volume #3 – Delivery Processes	Volume #4 – Support Processes	Volumes#5 – Skills Building Processes	Volume #6– Process Improvement and Optimization Capabilities
1. Process Goals and Objectives 2. Process ingredients 3. Process Key Process Indicators (KPIs)	1. Business Objectives & Goals Management (BOGM) 2. Business Objectives & Goals Development (OGD) 3. Planning and Control 4. Business Measurement and Plan (BMP) 5. Business Scoping (BS) 6. Capacity and Availability Management (CAM) 7. Business Strategy Management (BSM)	1. Business Continuity (BCON) 2. Support Management (SM) 3. Support Technical Management (CSTM) 4. Solicitation and Support Agreement Development (SSAD) 5. Joint Mission Management (JMM) 6. Joint Missions Integration (JMI) 7. Tactical & Operational Solution Development (TOSD) 8. Validation (VAL) 9. Verification (VER)	1. Causal Analysis and Resolution (CAR) 2. Configuration Management (CM) 3. Risk Management (RSKM) 4. Incident Resolution and Prevention (IRP) 5. Service Delivery (SD) 6. Service System Development (SSD) 7. Service System Transition (SST)	1. Training (AUT) 2. Decision Analysis and Resolution (DAR)	1. Business and Operation Quality Assurance (BOQA) 2. Business Process Characterization (BPD) 3. Business Process Focus (BPF) 4. Business Unit Process Performance (BUPP) 5. Quantitative Business Management (QBM) 6. Business Innovation (BIn)

Detailed Examples and Elaborations

- Link to Model Map (Excel)
- Link to Model BOK (Word)
- Link to Model Scoping (Excel)
- Link to Model Checklist Chart (Visio)



Search | CF - Volume #4 –... | CF - Volume #2 – Foundation Processes | CF - Volume #3 – Delivery Processes | CF - Volume #6– Process Improvement and Opt... | IRMA-CF

Notes

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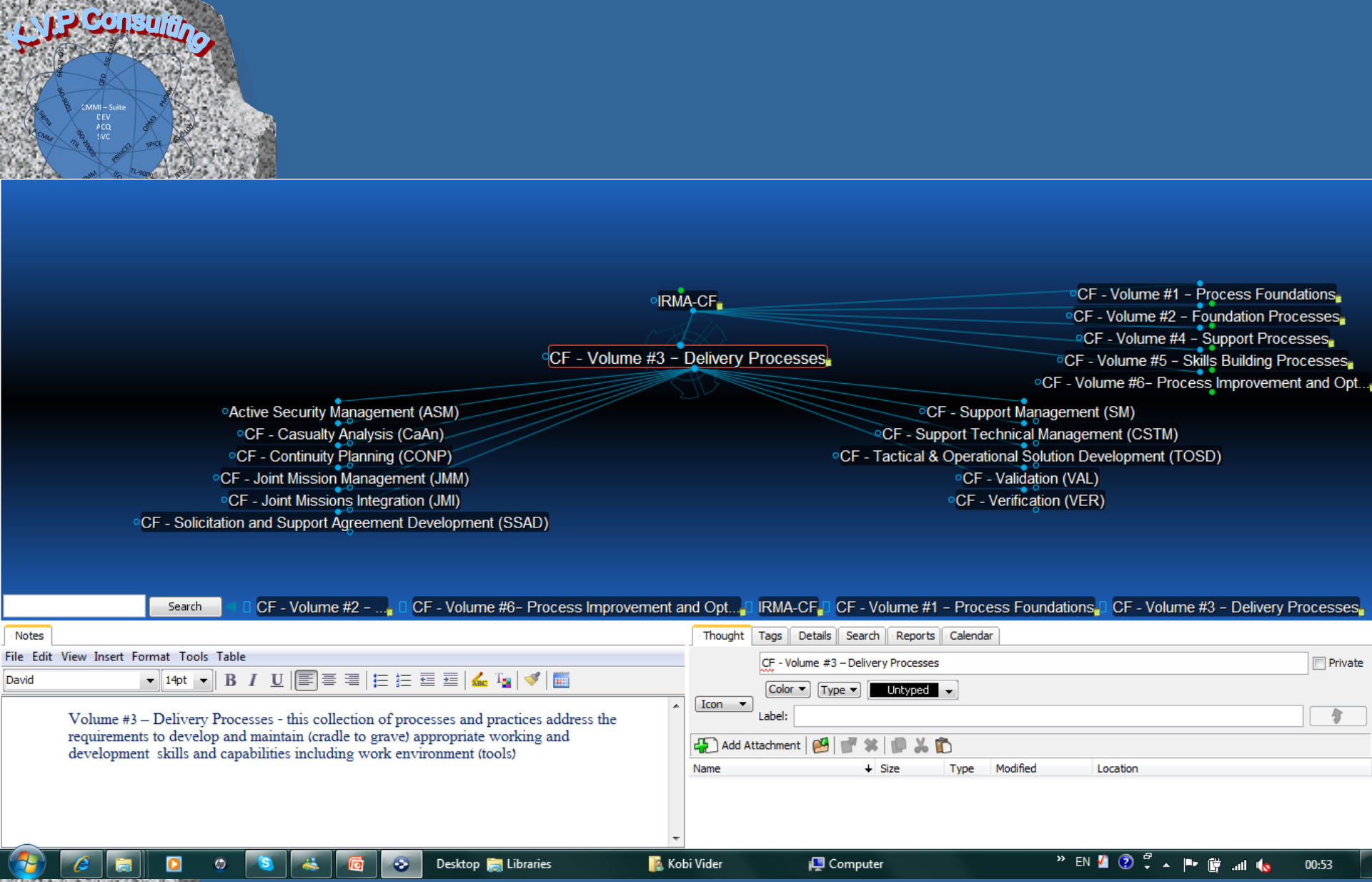

Notes

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Volume #3 – Delivery Processes - this collection of processes and practices address the requirements to develop and maintain (cradle to grave) appropriate working and development skills and capabilities including work environment (tools)

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CF - Volume #3 – Delivery Processes Private

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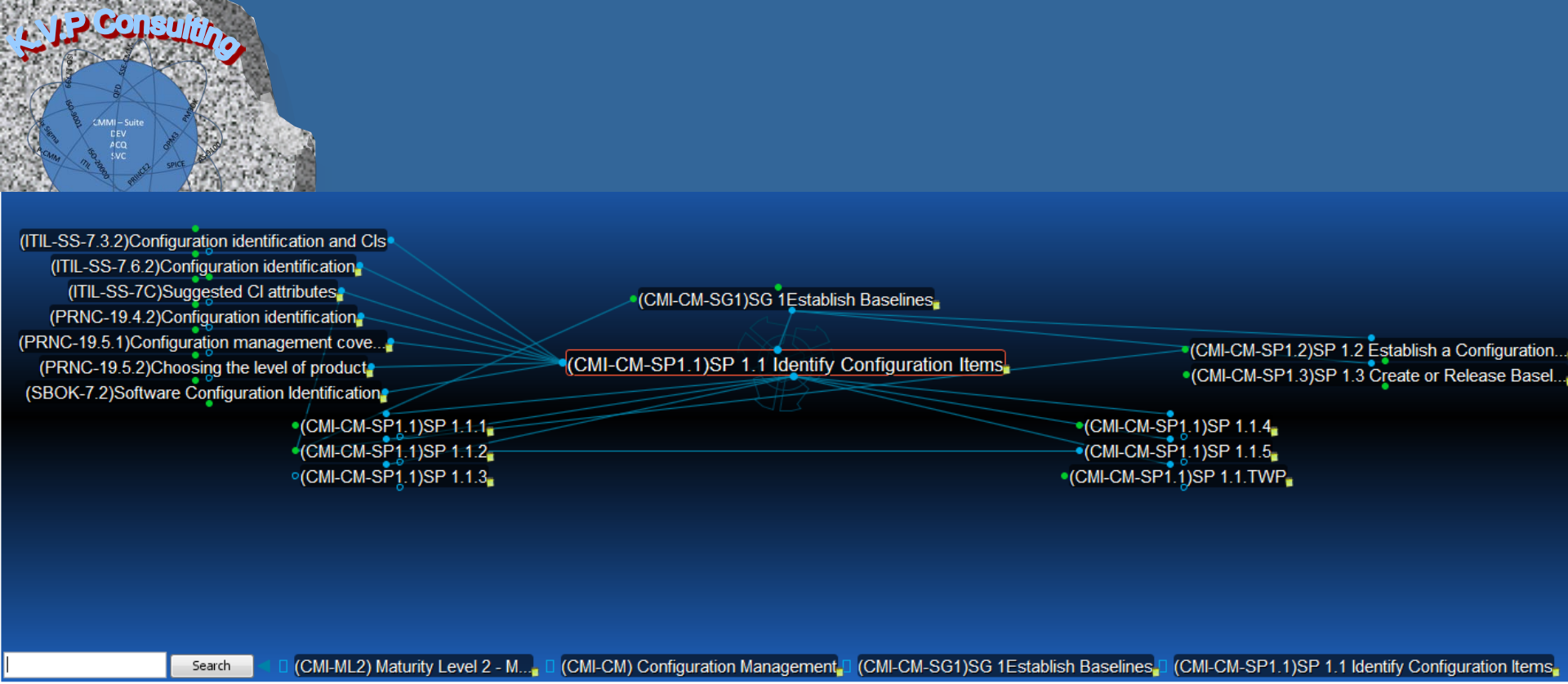

Notes

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Identify the configuration items, components, and related work products that will be placed under configuration management. *[PA150.IG101.SP101]*

Configuration identification is the selection, creation, and specification of the following: [PA159.IG101.SP101.N101]

Products that are delivered to the customer

Designated internal work products

Acquired products

Tools

Other items that are used in creating and describing these work products

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(CMI-CM-SP1.1)SP 1.1 Identify Configuration Items

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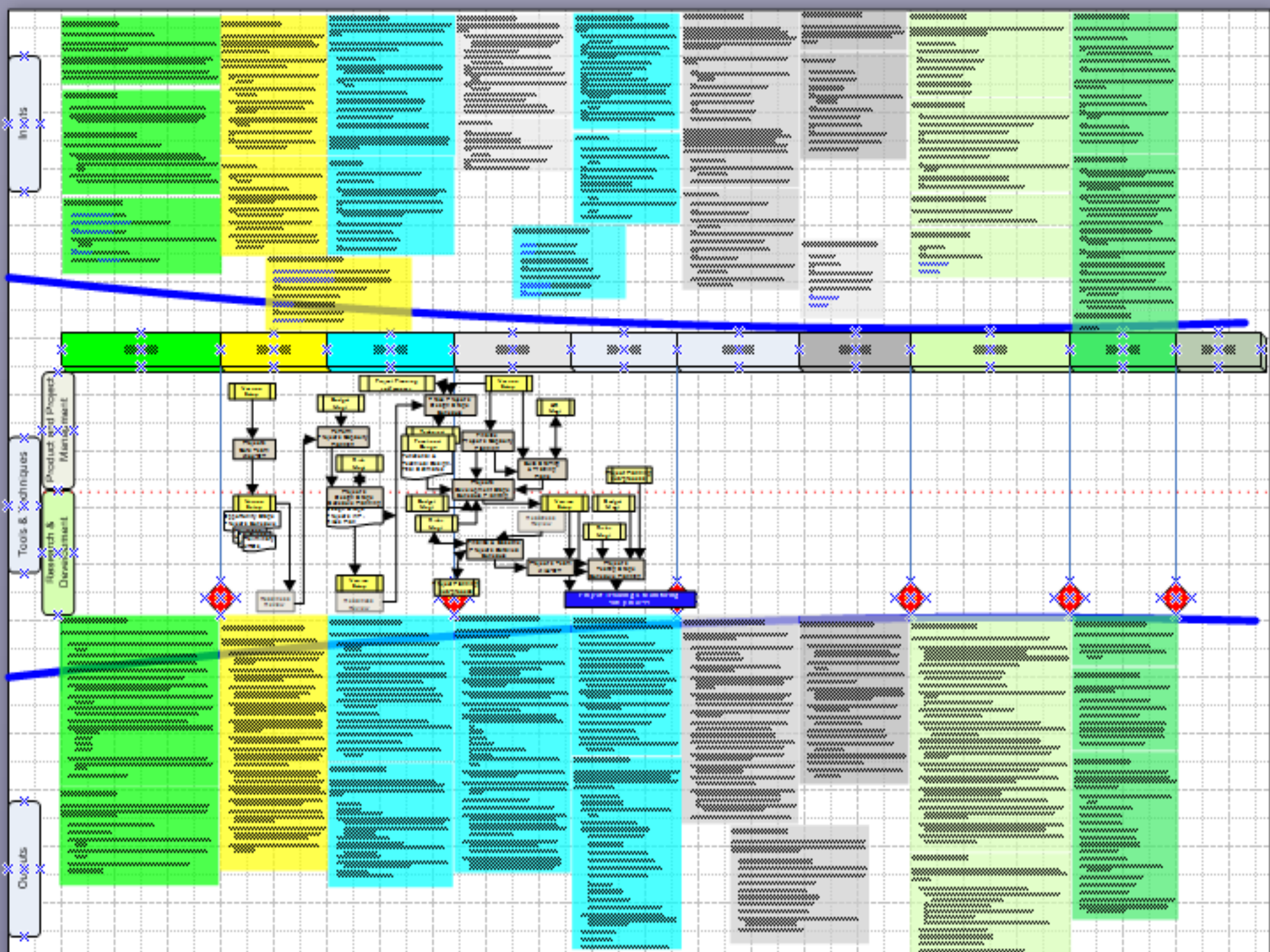
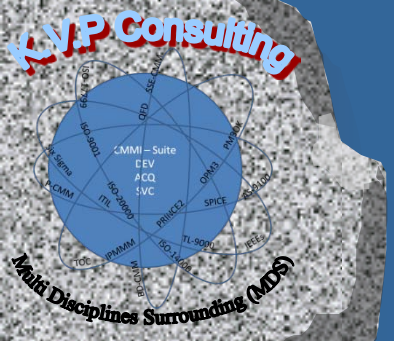
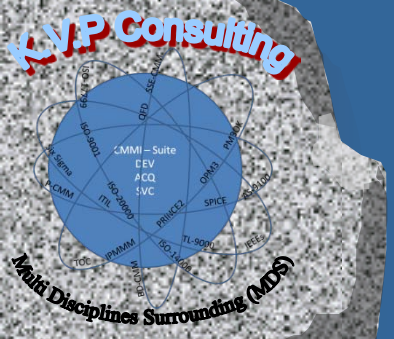
	Current Groups						R&D		System Analysis		Infrastructure				New Functional Groups				
Full Name	QA	IS	TW	PM (Delivery)	HR	PMO	DEV	PS	RA	SA	DBA	ALM	CM	IT	QA (Process)	MBA (MHHI)	Process Group		
Causal Analysis and Resolution	2	2					1	1	1	1	1					3		12	1
Configuration Management													3					3	1
Decision Analysis and Resolution	2	2		3		1	2											10	1
Integrated Project Management	1	1		3		2	2		2								3	14	2
Integrated Project Management -IPPD																		0	0
Measurement and Analysis	1	2					1	1	1	1	1					3		11	1
Organizational Innovation and Deployment																		0	0
Organizational Process Definition												3					3	6	2
Organizational Process Definition -IPPD																		0	0
Organizational Process Focus															3		3	6	2
Organizational Process Performance																3		3	1
Organizational Training																		0	0
Product Integration							3					3						6	2
Project Monitoring and Control				3														3	1
Project Planning	3			3														6	2
Process and Product Quality Assurance															3			3	1
Quantitative Project Management	3															3		6	2
Requirements Development							3		3	3								9	3
Requirements Management							3		3	3								9	3
Risk Management				3														3	1
Supplier Agreement Management																		0	0
Technical Solution							3				3	3						9	3
Validation	3																	3	1
Verification	3						3											6	2
Capacity and Availability Management														3				3	1
Incident Resolution and Prevention		3																3	1
Service Continuity		3												3				6	2
Service Delivery		3																3	1
Service System Development		3																3	1
Service System Transition		3																3	1
Strategic Service Management		3																3	1
	18	28	0	15	0	3	21	2	10	8	5	9	3	6	6	12	9		
GP 2.1 Establish an Organizational Policy	3																	3	
GP 2.2 Plan the Process																		0	
GP 2.3 Provide Resources																		0	
GP 2.4 Assign Responsibility																		0	
GP 2.5 Train People	3																	3	
GP 2.6 Manage Configurations																		0	
GP 2.7 Identify and Involve Relevant Stakeholders																		0	
GP 2.8 Monitor and Control the Process																		0	
GP 2.9 Objectively Evaluate Adherence																		0	
GP 2.10 Review Status with Higher Level Management																		0	
	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
GP 3.1 Establish a Defined Process	3																	3	
GP 3.2 Collect Improvement Information	3																	3	
	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
GP 4.1 Establish Quantitative Objectives for the Process																		0	
GP 4.2 Stabilize Subprocess Performance	3																	3	
	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
GP 5.1 Ensure Continuous Process Improvement																		0	
GP 5.2 Correct Root Causes of Problems	3																	3	
	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
CL5	36	28	0	15	0	3	21	2	10	8	5	9	3	6	6	12	9		
CL4	33	28	0	15	0	3	21	2	10	8	5	9	3	6	6	12	9		
CL3	30	28	0	15	0	3	21	2	10	8	5	9	3	6	6	12	9		
CL2	24	28	0	15	0	3	21	2	10	8	5	9	3	6	6	12	9		

Sheet1 Sheet2 Sheet3


Inputs
Tools & Techniques
Product and Project Management
Research & Development
Outputs

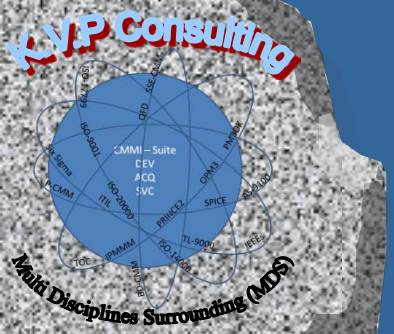


The Model Sturdiness Capabilities Echelon



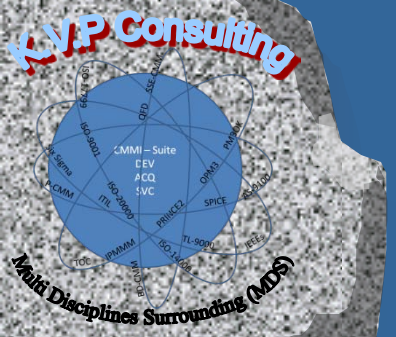
The Model Sturdiness Capabilities Echelon-1

- The Sturdiness Capabilities Echelon is used to describe an evolutionary progress for an organization that wants to improve its processes across the organization to develop and maintain its products and services.
- The model supports two progress or improvement paths:
  - Incessant - enabling an organization to incrementally improve processes corresponding to an individual functional group / specific domain area (or set of processes) selected by the organization / functional group
  - Predefined – the organization implements related predefined sets of processes



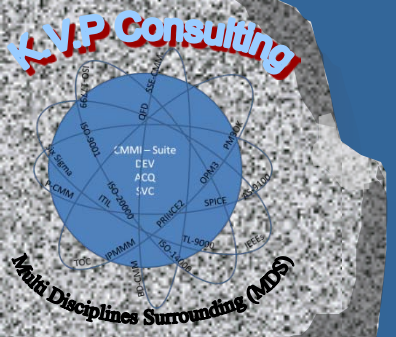
The Model Sturdiness Capabilities Echelon - 2

- These two improvement paths are associated with two types of echelon that correspond to the two views, Incessant and Predefined .
- For the Incessant view, we use the term Professionalism Group Capabilities Echelon – (GCE).
- For the staged representation, we use the term Organizational Sturdiness Echelon – (OSE).



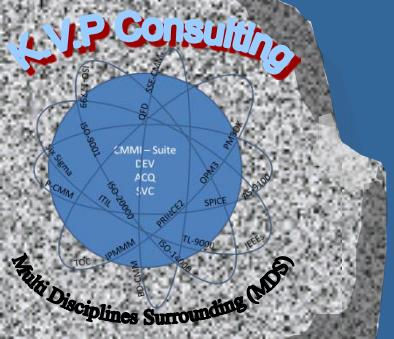
The Model Sturdiness Capabilities Echelon - 3

- Regardless of the view you select, the concept of echelon is the same.
- Echelon characterize improvement from an ill-defined state to a state that uses quantitative information to determine and manage improvements that are needed to meet an organization's business objectives.
- To reach a particular echelon, an organization must satisfy all of the appropriate model entities or set of processes that are targeted for improvement, regardless of what the volume or selection of domains. (refer to the scoping map)



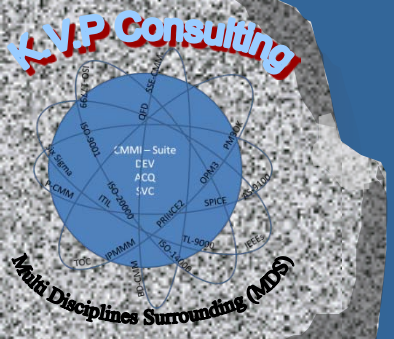
The Model Sturdiness Capabilities Echelon - 4

- A capability echelon consists of a process foundations and its related ingredients that can improve the organization's processes associated.
- Capability echelons provide a scale for measuring your processes against each process area in the model.
- Each echelon is a layer in the foundation for continuous process improvement.
- Capability echelons are cumulative (i.e., a higher echelon includes the ingredients of the lower levels).



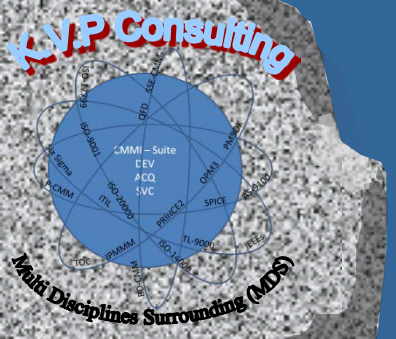
Statistically Managing Your Processes - 1

- Determine whether processes are behaving consistently or have stable trends (i.e., are predictable)
- Identify processes where the performance is within natural bounds that are consistent across process implementation teams
- Establish criteria for identifying whether a process or process element should be statistically managed, and determine the pertinent measures and analytic techniques to be used in such management
- Identify processes that show unusual (e.g., sporadic or unpredictable) behavior
- Identify any aspects of the processes that can be improved in the organization's set of standard processes
- Identify the implementation of a process which performs best



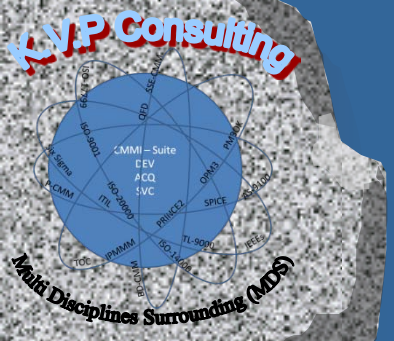
Statistically Managing Your Processes - 2

- Root Cause Analysis & Resolution
  - Identify and analyze causes of defects and other problems
  - Take specific actions to remove the causes
- The ‘project’ can then take actions to prevent the occurrence of those types of defects and problems in the future
- Many ‘projects’ implement it to identify and eliminate special cause variations to stabilize the process



Suggested KPI's to Measure Process Success

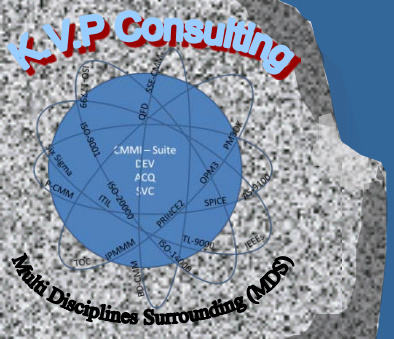
- Operability Predictability
- Response Time Predictability
- Cost of Rectifying Problems
- Survivability Predictability
- Productivity
- Total Cost of Risk
- Recovery (to L'0') time
- Supply Chain Response Time
- Response Efficiency
- Operability Continuity
- Survivability Continuity



Operational Processes KPI's

- Known Capability and Stable
- Defined Ingredients
- Known Critical Elements
- Meeting Objectives
- Controlled Interfaces
- Responsive / Modifiable
- Resilience / "Agile"
- Relevant 'What If's Scenarios
- Accepted Tolerance / Freedom Boundaries
- Predictable Outcomes

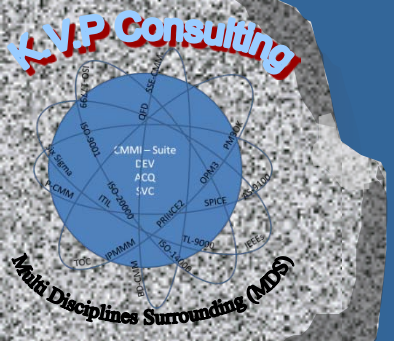
- Influence of Critical Elements on process output
- Process resources utilization 'What If's Scenarios
- Process elements capability
- Quantitative definition of process ingredients



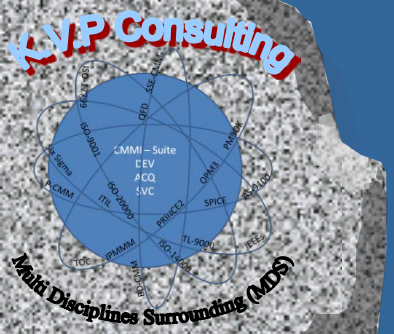
System Compliances' KPI's

- Scalability
- Availability
- Reliability
- Serviceability
- Maintainability
- Supportability
- Stability
- Reusability
- Soundness of Technology Future

- Technology flexibility
- Capacity growth models
- System (size) growth models
- Time to Restore
- Down time
- MTBF
- Support calls causes and density
- Technology extendibility



HERMES
Applying Evaluation and Assessments to the STORM

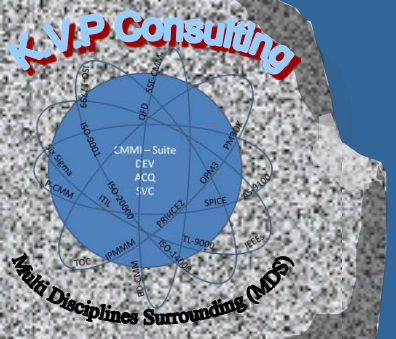


HERMES

- Standard Description Document (SDD)
- Mandatory Evaluation Plan (MEP) with tailoring guidelines and preconfigured sets to address the five models
- Interpretation Guidelines Sets (IGS) addressing the five models
- Detailed scoping and rating scheme

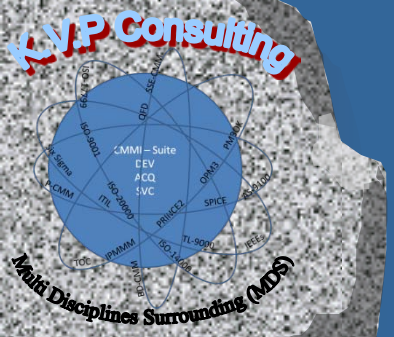
Link to Folder

Link to SDD



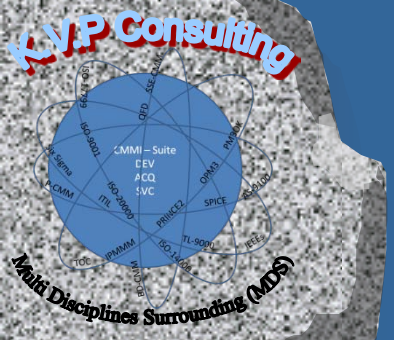
What We Look For In Appraisals - 1

- Indicators of:
  - Culture
  - Dependencies
  - Critical issues that effect the operational concept
- Planning approaches for complex / matrix environments
- Inter-unit coordination throughout the processes
- External coordination throughout processes
- Considerations of development of inter protocols or best practices
- Inter-organizational communication as an integral ingredient in the operational environment



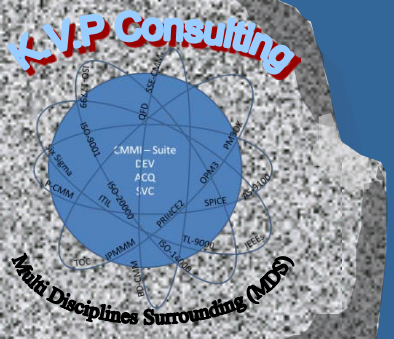
What We Look For In Appraisals - 2

- Relationships
- Authority
- Strategic vs. operational vs. tactical
- Coordination
- Direction



Implementation Journey Guidelines

- Awareness and Orientation Workshop
- Organizational Mapping, Scoping the Specific Needs
- Developing Measurable Objectives
- Developing and Presenting an Organizational Related Case Study
- Gap Analysis Planning
- Performing the Gap Analysis
- Developing and Presenting the Improvement Plan
- Implementation Phase and Ongoing Progress Checks
- Evaluation
- Ongoing Activities

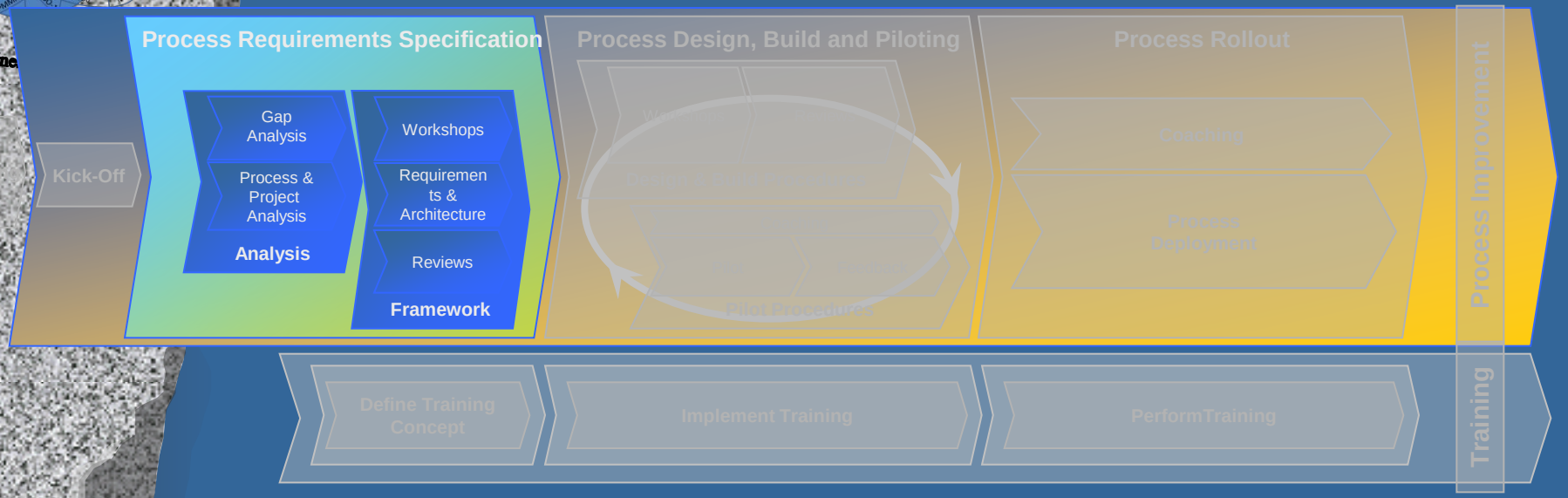


How it’s done

Short discussion

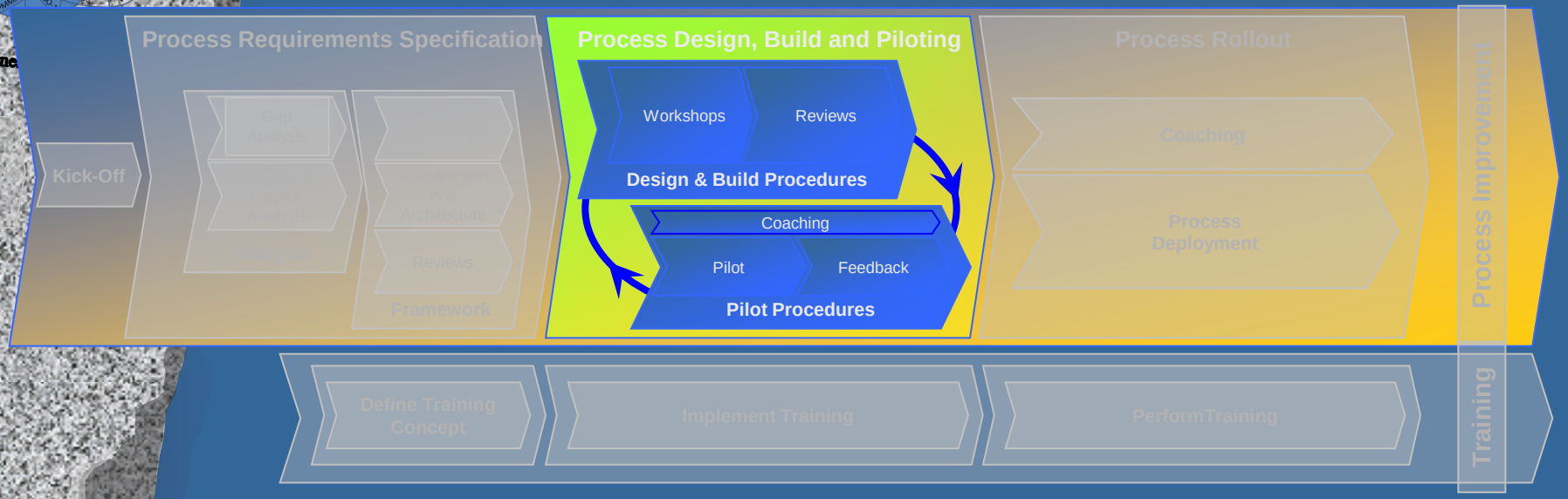
Overall Project

Process Requirements Specification

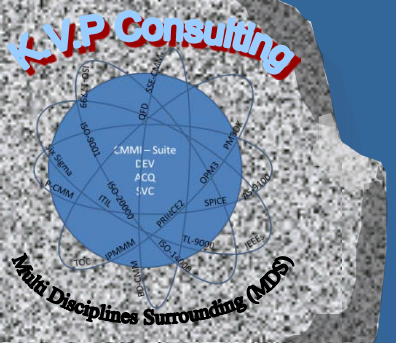


- Analysis
  - Informal gap analysis / Post Mortem
  - Basis for improvement planning
  - Result: report of assessment / gap analysis with improvement suggestions

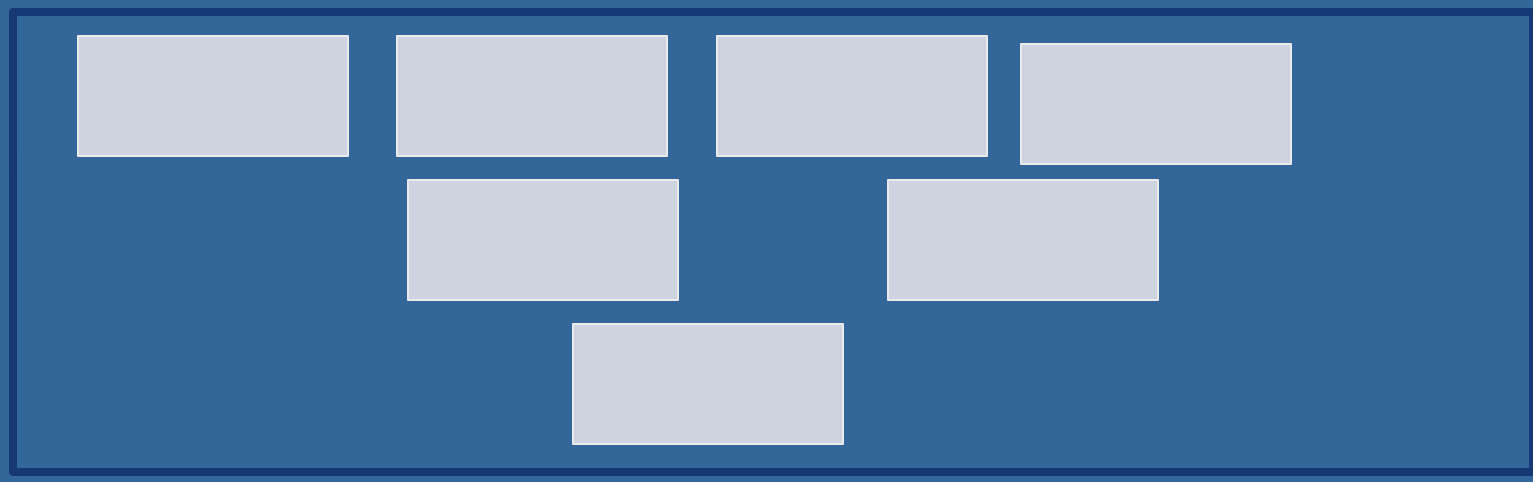
Process Design, Build and Piloting



- Definition of usable processes “ready for life”
- Methods
  - Workshops for definition processes
  - Reviews (workshops / offline)
  - Coaching and piloting
  - Collecting feedback from pilot projects (e.g. interviews/workshops)
- Result: defined process (descriptions, templates, examples, …)



Organizational Processes and Lifecycles



Models References

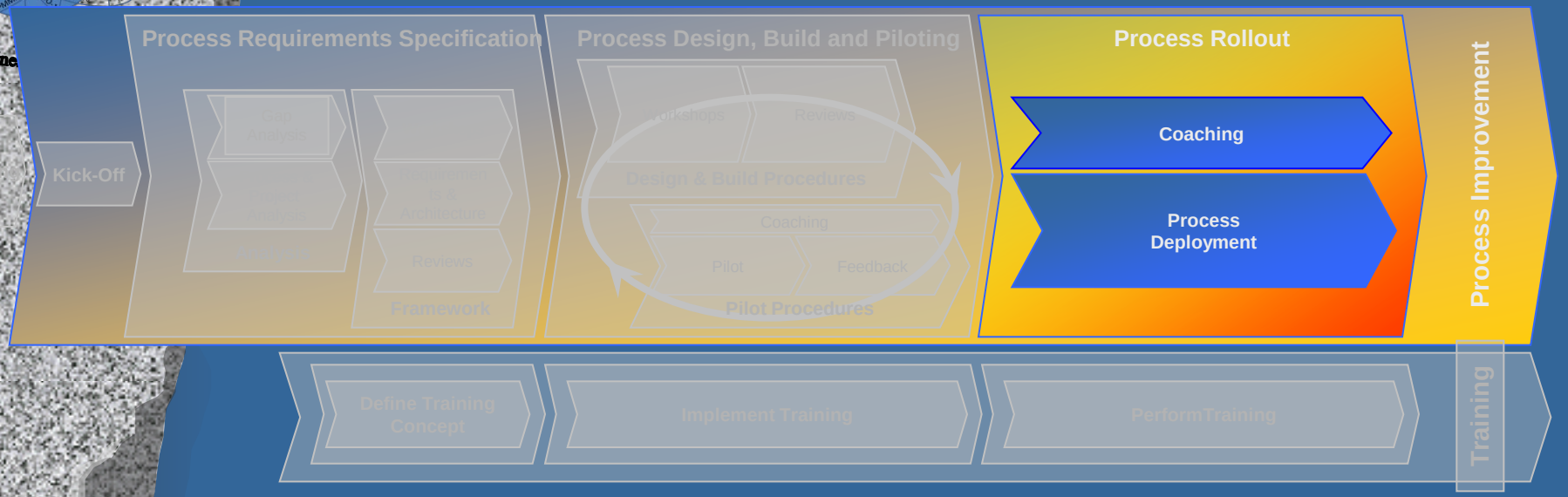
Compliance Mapping

Best Practices and Processes

Measurements Library

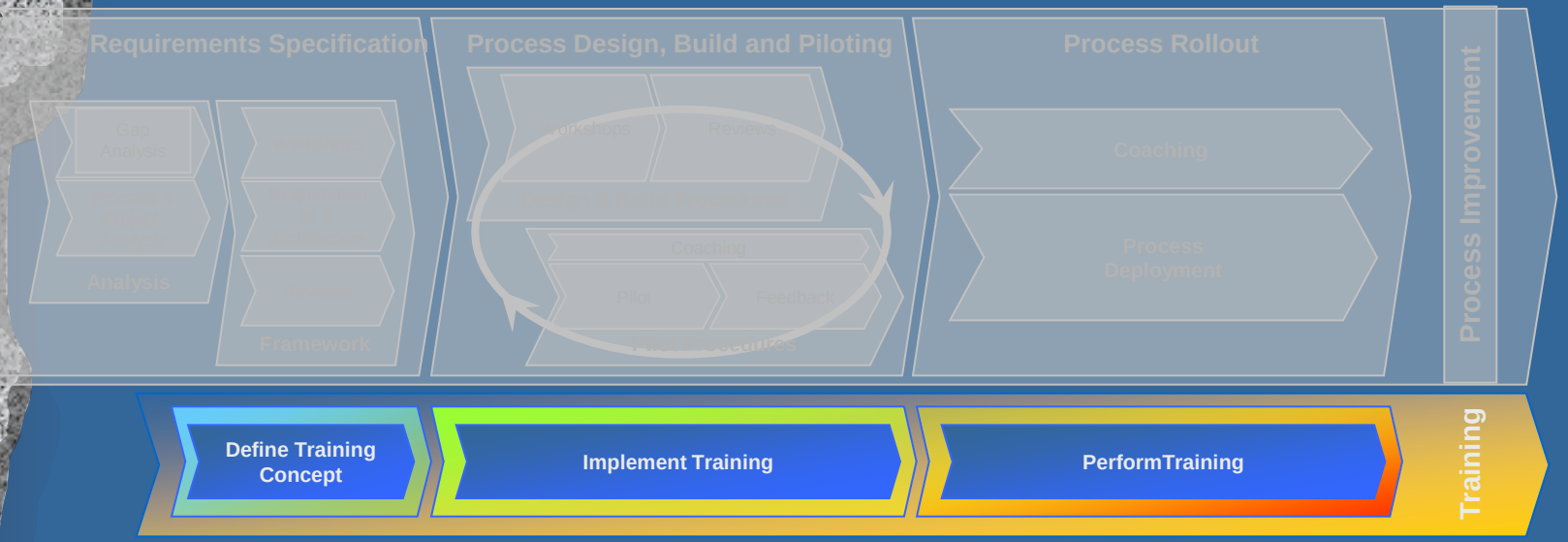
Statistical Readiness

Process Rollout



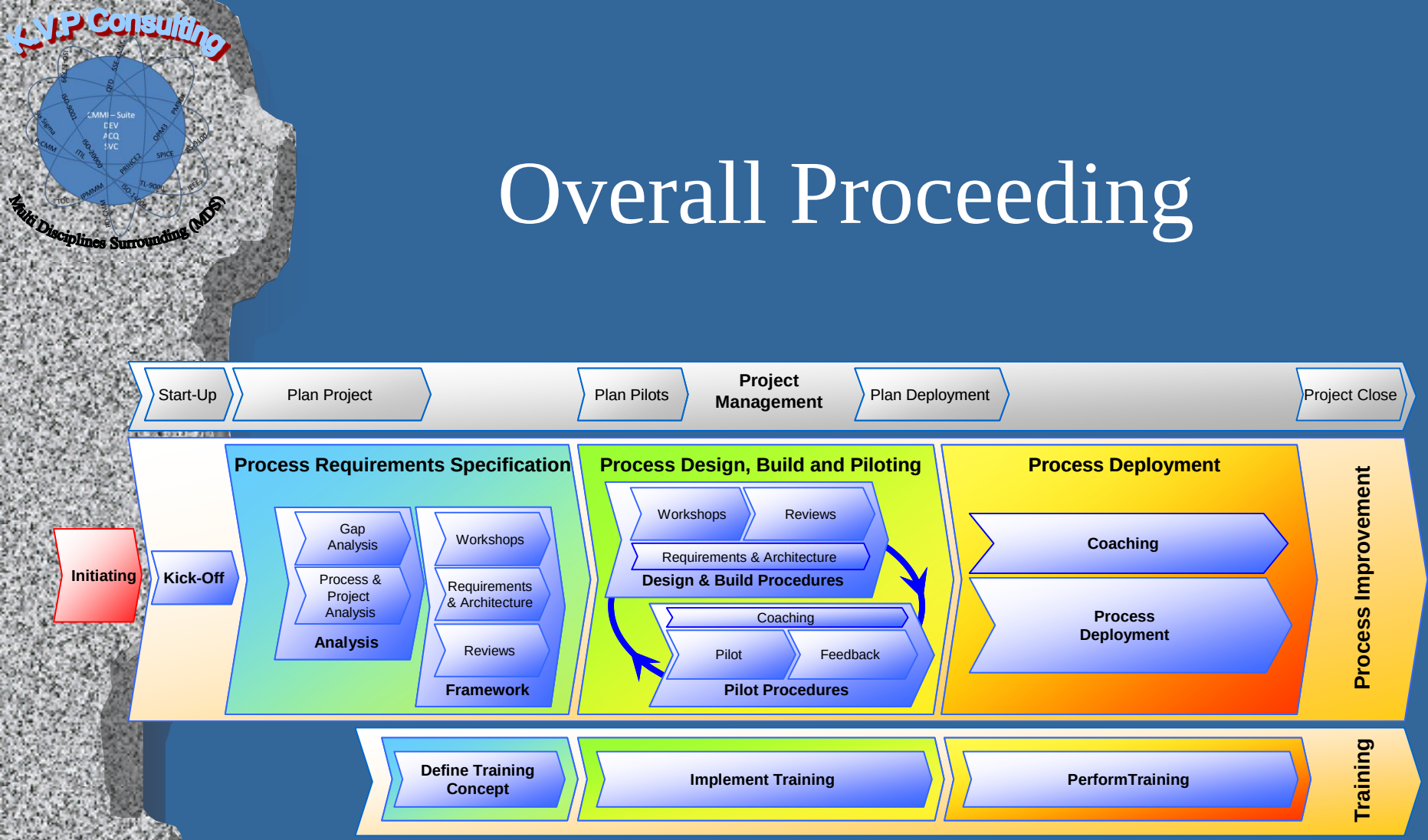
- Process Rollout
  - Processes are used in (new) current units
  - Training and coaching of project members
  - Collection and evaluation of measurements
  - Collection of feedback for following improvement cycles
  - Result:
    deployed process, initial measurements and improvement suggestions

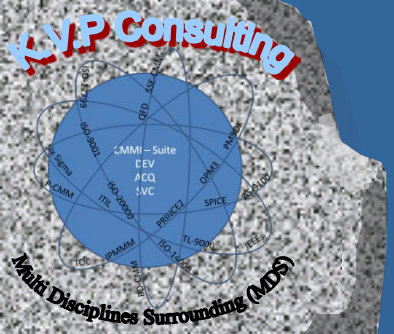
Training



- Identify roles to be trained
- Schedule of the training (project / role specific)
- Contents: processes / tools / methods to be trained
- Creation of exercises
- Performance of trainings

Overall Proceeding





STORM
(Strategic Technology and Operational Risk Management)

Innovative Approach for Organizational Integrated Risk Management Approach

Kobi Vider – Picker

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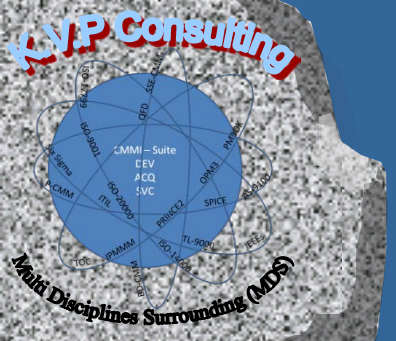
+972522946676



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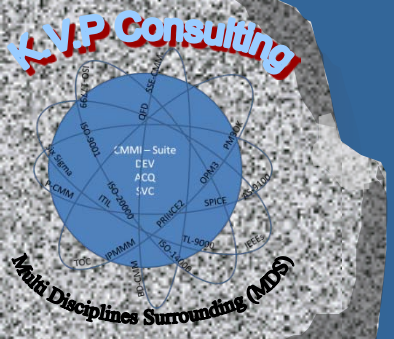
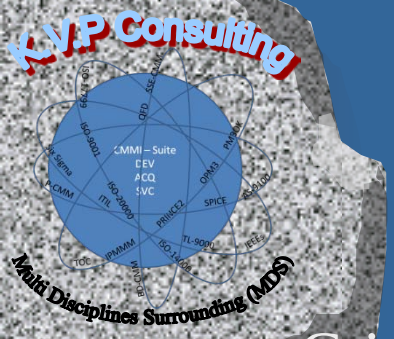


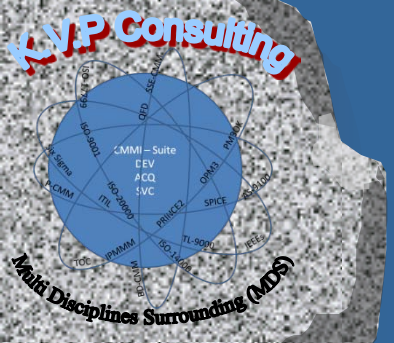
Commercial Port STORM Pilot

Case Study



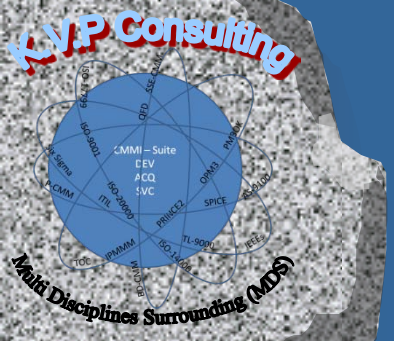
Background to the Need

- Critical facility emergency events and incidents are managerial, not technical
- Mission and objective statement as much as other, must include quantitative objectives that are stated in a clear way
- Basic building block is the capability to accurately evaluate the unit's effectiveness along with the efficiency of its resource usage
- The main challenge is to integrated the overall **risks** in the '**spider net**' and to **understand** their **true impact**



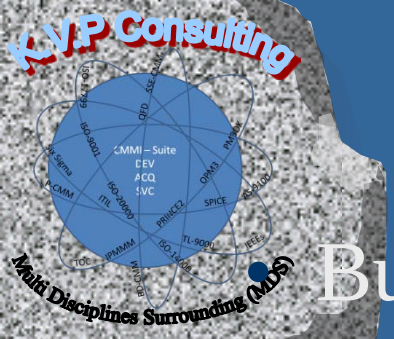
STORM Gap Analysis Main Activities

1. Identifying critical components of information needs and knowledge gaps their origins
2. Identification, mapping and analysis of critical components (units, facilities, infrastructure, people)
3. Threats identification and analysis
4. Identification, mapping and analysis of sensitive areas and points, weak points and related damage / impact to objectives
5. Risk identification, mapping and analysis, respectively to the threats
6. Risk management and measurements



Conceptual Case Study

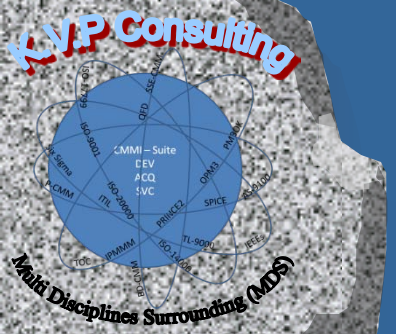
STORM / IRMA / HERMES and all related materials are the



Port - Background

Business Objectives

- Port of Civitavecchia is a busy ferry port located 80 km / 50 miles west north west of Rome and providing both
  - Passenger and
  - Cargo services to
  - Italian and
  - European destinations
- The ferry terminal offers an impressive selection of passenger amenities which include
  - ATMs
  - Information bureaux
  - Waiting rooms
  - Left luggage facilities and
  - Cafeterias

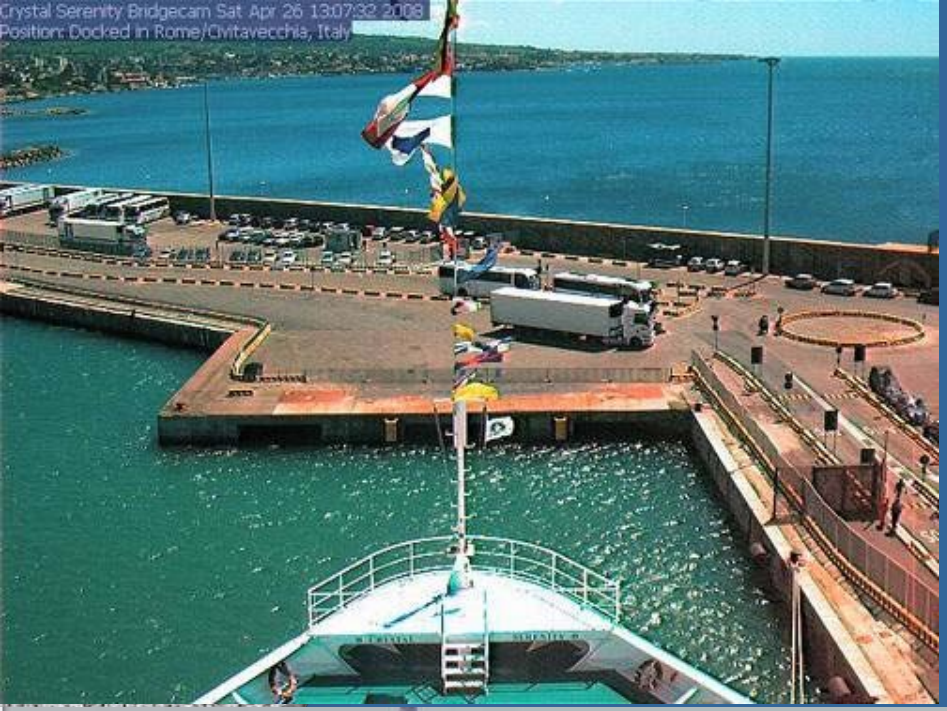


Port - Background

Reference Threats (for this presentation only)

- Passengers
  - Personal safety
  - Public safety
  - Luggage loss and damages
  - Public security (civilian and crime)
- Cargo
  - Loss and damages
  - Misshipment
  - Thefts
  - Smuggling
  - Storage
  - Management (special needs) and maintenance
- Italian (Local)
  - Uncontrolled movements
- European (Export)
  - Regulations
  - Illegal immigration

Passengers

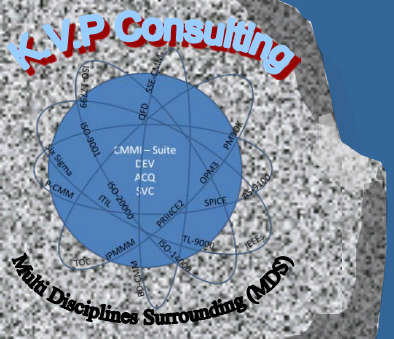


Cargo

Port - Background

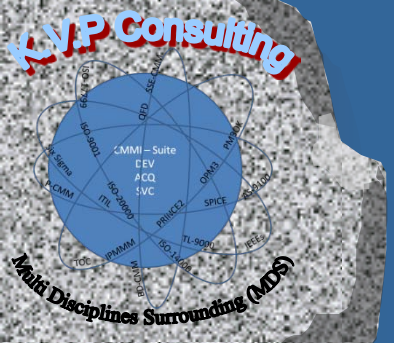
Reference Threats (for this presentation only)

- ATMs
  - Frauds
  - Pickpocketing
  - Identity thefts
- Information bureaux,
  - Fraud chain
  - Illegal services / Activity
  - Satellite unapproved services / Activity
- Waiting rooms
  - Pickpocketing
  - Luggage thefts
  - Public order
- Left luggage facilities
  - Frauds
  - Luggage thefts
  - Smuggling and fraud chain
- Cafeterias
  - Food Quality
  - Food Safety
  - Illegal services / Activity
  - Pickpocketing
  - Thefts
  - Frauds



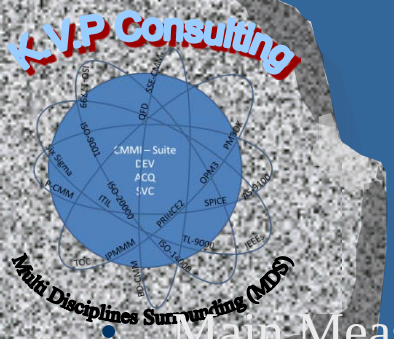
Port - Background

- Applicable STORM (IRMA) model and Components
  - IRMA-B Selected Components
  - IRMA-CF Selected Components
  - IRMA-AM Selected Components
  - IRMA-OMR Selected Components
- HERMES



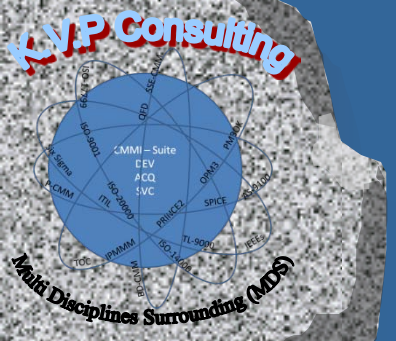
Port - Background

- Analysis approach and method
  - Visual Screening
  - Hidden observation and simulation
  - Process simulation (tool based)
- Main Risks **(partial list for this presentation only)**
  - Leading
    - Physical Casualties
    - Material damages
    - Availability level
    - Operational continuity
  - Consequenced
    - Branding
    - Perception
    - Revenue
    - Position



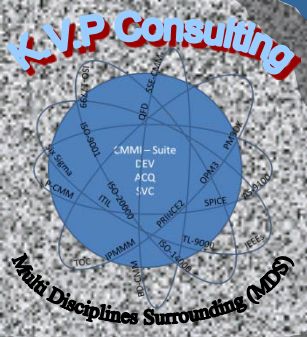
Port - Background

- Main Measurements **(partial list for this presentation only)**
  - Physical Casualties
    - Severity
    - Density vs. causes
  - Material damages
    - The human cost of the security system / calculated against the cost of damage
  - Availability level
    - Unavailability time vs. cost
    - Unavailability time vs. perception
  - Operational continuity
    - Mean time between failures
    - Time to recovery
    - Recovery levels (the just good enough)
    - The cost of inspection and assessment of continuity components against the expected damage



Port - Background

- Main Measurements **(partial list for this presentation only)**
  - Branding
    - Benchmarks
  - Perception
    - Customer satisfaction
  - Revenue
    - Cost and quality assurance activities
    - Cost op poor quality
  - Position
    - Passengers trending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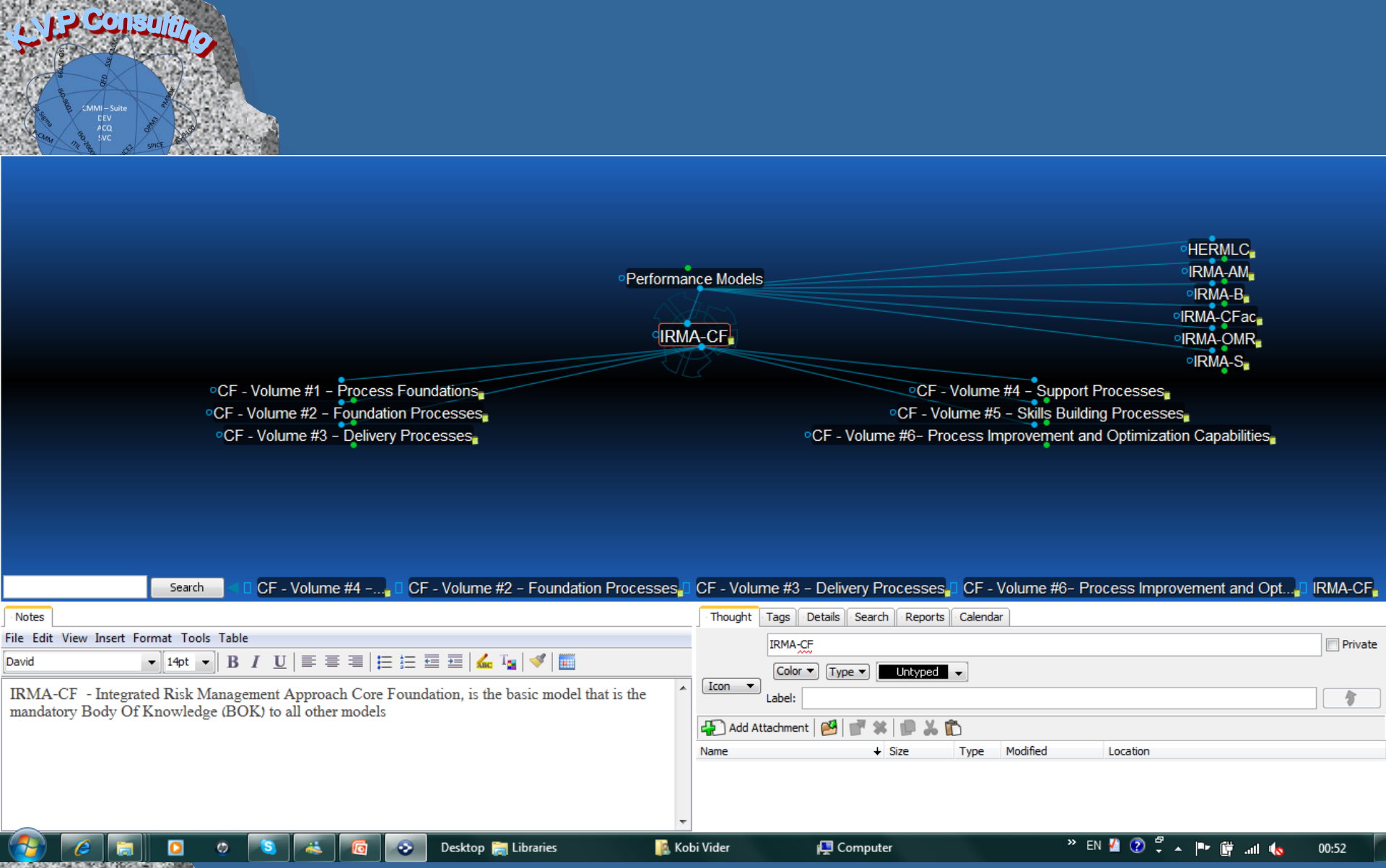
Multi Disciplines Surrounding (MDS)

Detailed Examples and Elaborations

- Link to Model Map (Excel)
- Link to Model BOK (Word)
- Link to Model Scoping (Excel)
- Link to Model Checklist Chart (Visio)



Search | CF - Volume #4 –... | CF - Volume #2 – Foundation Processes | CF - Volume #3 – Delivery Processes | CF - Volume #6– Process Improvement and Opt... | IRMA-CF

Notes

File Edit View Insert Format Tools Table

David 14pt

IRMA-CF - Integrated Risk Management Approach Core Foundation, is the basic model that is the mandatory Body Of Knowledge (BOK) to all other models

Thought | Tags | Details | Search | Reports | Calendar

IRMA-CF Private

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Add Attachment

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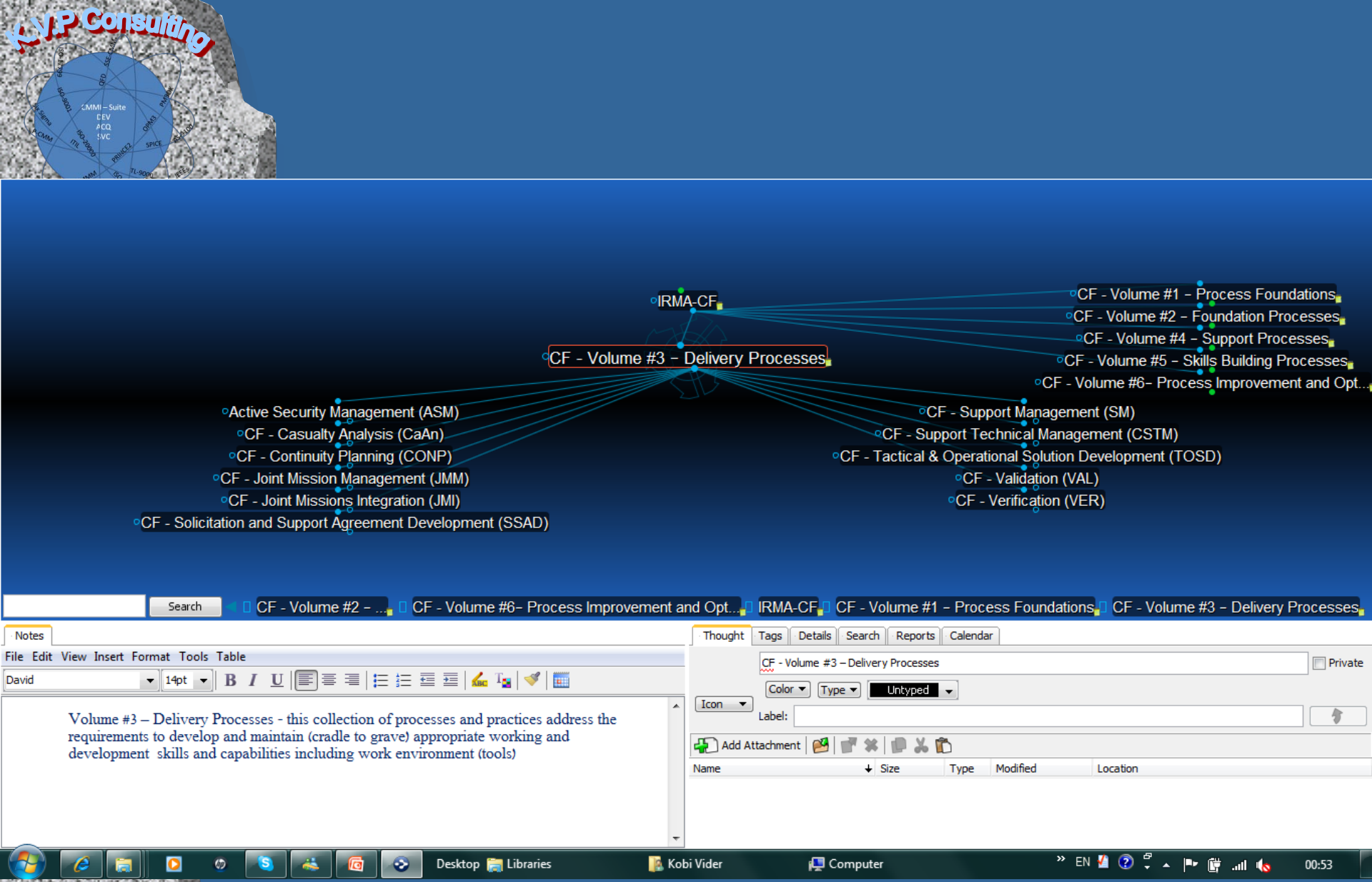

Notes

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David 14pt

Volume #3 – Delivery Processes - this collection of processes and practices address the requirements to develop and maintain (cradle to grave) appropriate working and development skills and capabilities including work environment (tools)

Thought Tags Details Search Reports Calendar

CF - Volume #3 – Delivery Processes Private

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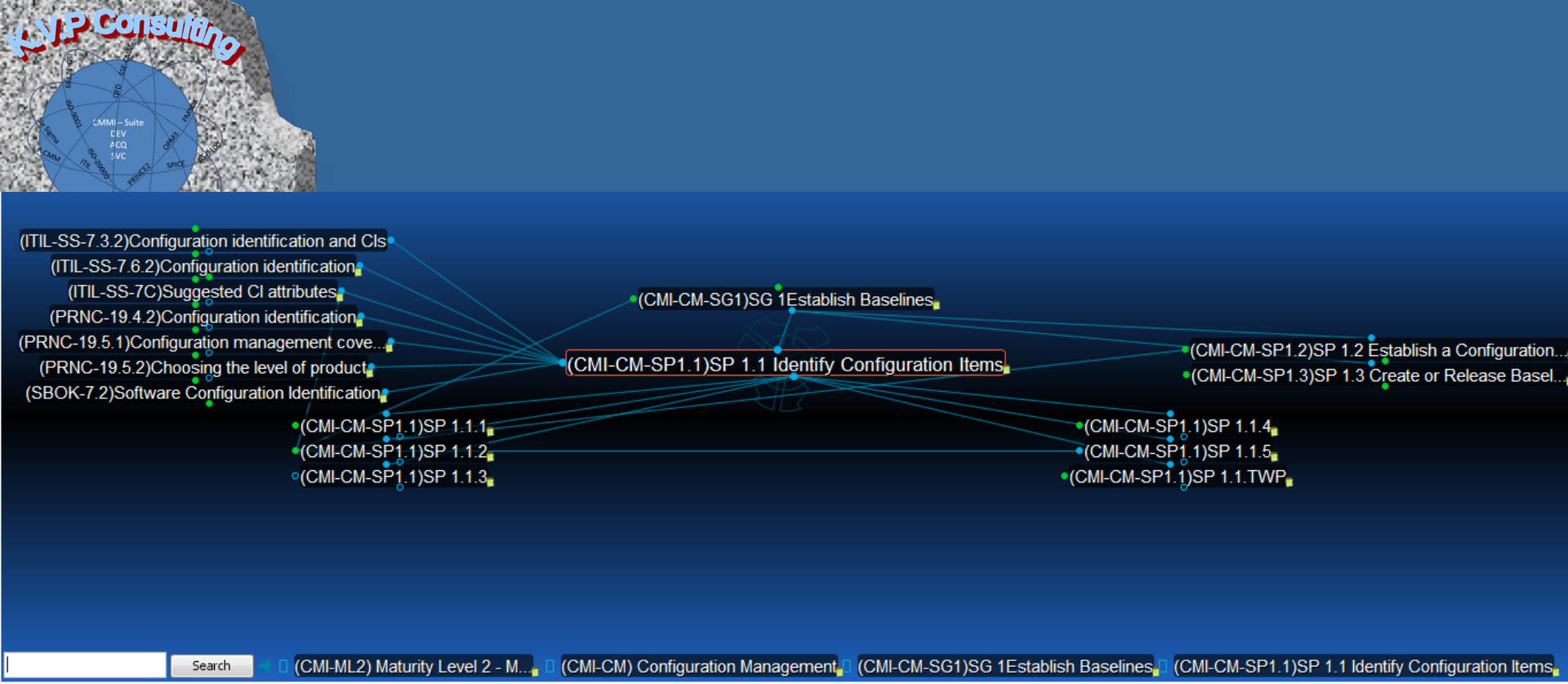

Notes

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Arial 10pt

Identify the configuration items, components, and related work products that will be placed under configuration management. *[PA150.IG101.SP101]*

Configuration identification is the selection, creation, and specification of the following: [PA159.IG101.SP101.N101]

Products that are delivered to the customer

Designated internal work products

Acquired products

Tools

Other items that are used in creating and describing these work products

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(CMI-CM-SP1.1)SP 1.1 Identify Configuration Items

Private

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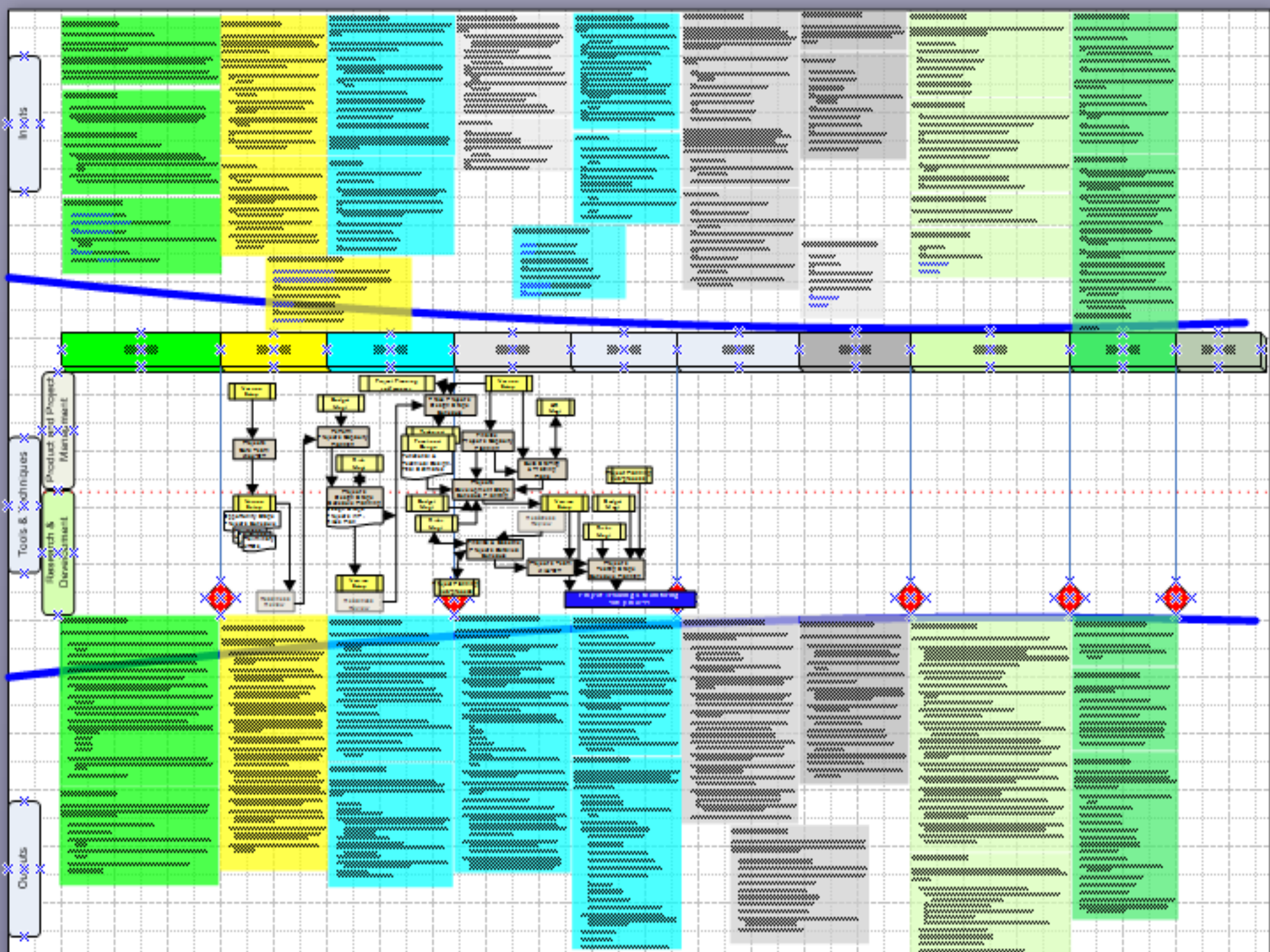
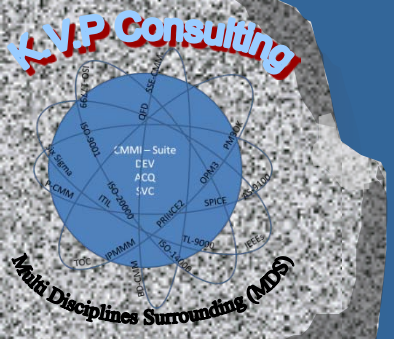
Full Name	QA	IS	TW	PM (Delivery)	HD	PMO	DEV	PS	RA	SA	DBA	ALM	CM	IT	QA (Process)	HMA (& HMI)	Process Group		
	Current Groups														New Functional Groups				
							R&D		System Analysis		Infrastructure								
Causal Analysis and Resolution	2	2					1	1	1	1	1					3		12	1
Configuration Management													3					3	1
Decision Analysis and Resolution	2	2		3		1	2											10	1
Integrated Project Management	1	1		3		2	2		2								3	14	2
Integrated Project Management +IPPD																		0	0
Measurement and Analysis	1	2					1	1	1	1	1					3		11	1
Organizational Innovation and Deployment																		0	0
Organizational Process Definition												3					3	6	2
Organizational Process Definition +IPPD																		0	0
Organizational Process Focus															3		3	6	2
Organizational Process Performance																3		3	1
Organizational Training																		0	0
Product Integration							3					3						6	2
Project Monitoring and Control				3														3	1
Project Planning	3			3														6	2
Process and Product Quality Assurance															3			3	1
Quantitative Project Management	3															3		6	2
Requirements Development							3		3	3								9	3
Requirements Management							3		3	3								9	3
Risk Management				3														3	1
Supplier Agreement Management																		0	0
Technical Solution							3				3	3						9	3
Validation	3																	3	1
Verification	3						3											6	2
Capacity and Availability Management														3				3	1
Incident Resolution and Prevention		3																3	1
Service Continuity		3												3				6	2
Service Delivery		3																3	1
Service System Development		3																3	1
Service System Transition		3																3	1
Strategic Service Management		3																3	1
	18	25	0	15	0	3	21	2	10	8	5	9	3	6	6	12	9		
GP 2.1 Establish an Organizational Policy	3																	3	
GP 2.2 Plan the Process																		0	
GP 2.3 Provide Resources																		0	
GP 2.4 Assign Responsibility																		0	
GP 2.5 Train People	3																	3	
GP 2.6 Manage Configurations																		0	
GP 2.7 Identify and Involve Relevant Stakeholders																		0	
GP 2.8 Monitor and Control the Process																		0	
GP 2.9 Objectively Evaluate Adherence																		0	
GP 2.10 Review Status with Higher Level Management																		0	
	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
GP 3.1 Establish a Defined Process	3																	3	
GP 3.2 Collect Improvement Information	3																	3	
	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
GP 4.1 Establish Quantitative Objectives for the Process																		0	
GP 4.2 Stabilize Subprocess Performance	3																	3	
	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
GP 5.1 Ensure Continuous Process Improvement																		0	
GP 5.2 Correct Root Causes of Problems	3																	3	
	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		
CL5	36	25	0	15	0	3	21	2	10	8	5	9	3	6	6	12	9		
CL4	33	25	0	15	0	3	21	2	10	8	5	9	3	6	6	12	9		
CL3	30	25	0	15	0	3	21	2	10	8	5	9	3	6	6	12	9		
CL2	24	25	0	15	0	3	21	2	10	8	5	9	3	6	6	12	9		

Sheet1 Sheet2 Sheet3


Inputs
Tools & Techniques
Product and Project Management
Research & Development
Outputs



Tools Box Example

- Risk Evaluation Checklist
- Facility Management File
- DRP TOC
- BCP TOC
- Decision Tree Template
- Dynamic Knowledge Tree and Map

Risk Evaluation Checklist

Business Continuity Plan (BCP)

Complete Audit Checklist

No	Procedures	Status	Notes
1	Determine examination scope and objectives for reviewing the Business Continuity Plan (BCP) program.		
2	Determine the existence of an appropriate enterprisewide Business Continuity Plan (BCP).		
3	Determine the quality of Business Continuity Plan (BCP) oversight and support provided by the board of directors and senior management.		
4	Determine whether an adequate Business Impact Analysis (BIA) and risk assessment have been completed.		
5	Determine whether appropriate risk management over the Business Continuity Plan (BCP) process is in place.		
6	Determine whether the Business Continuity Plan (BCP) include appropriate testing to ensure the business process will be maintained, resumed, and/or recovered as intended.		
7	Determine whether the IT environment has a properly documented Business Continuity plan that complements the enterprise-wide and other departmental Business Continuity plans.		
8	Determine whether the Business Continuity Plan (BCP) include appropriate hardware backup and recovery.		
9	Determine whether the Business Continuity process includes appropriate data and application software backup and recovery.		
10	Determine whether the Business Continuity Plan (BCP) include appropriate preparation to ensure the data center recovery processes will work as intended.		
11	Determine whether the Business Continuity Plan (BCP) include appropriate security procedures.		
12	Determine whether the Business Continuity Plan (BCP) address critical outsourced activities.		
13	Discuss corrective action and communicate		

Data Recovery Templates and Checklist

Conducting a recovery test

No	Activity	Status Y	Status N	Status N/A	Notes
1	Select the purpose of the test. What aspects of the plan are being evaluated?				
2	Describe the objectives of the test. How will you measure successful achievement of the objectives?				
3	Meet with management and explain the test and objectives. Gain their agreement and support.				
4	Have management announce the test and the expected completion time.				
5	Collect test results at the end of the test period.				
6	Evaluate results. Was recovery successful? Why or why not?				
7	Determine the implications of the test results. Does successful recovery in a simple case imply successful recovery for all critical jobs in the tolerable outage period?				
8	Make recommendations for changes. Call for responses by a given				
9	Notify other areas of results. Include users and auditors.				
10	Change the disaster recovery plan manual as necessary.				

Areas to be tested

No	Activity	Status Y	Status N	Status N/A	Notes
1	Recovery of individual application systems by using files and documentation stored off-site.				
2	Reloading of system tapes and performing an IPL by using files and documentation stored off-site.				
3	Ability to process on a different computer.				
4	Ability of management to determine priority of systems with limited processing.				
5	Ability to recover and process successfully without key people.				
6	Ability of the plan to clarify areas of responsibility and the chain of command.				

K.V.P Consulting

Multi Disciplines Surrounding (MDS)

Facility Management File

שלד לבניית תיק שטח

נתונים כלליים של המתקן המאובטח :

- מיקום-כתובת מדוייקת.
- צירי הגעה למתקן.
- זהות המתקן-מהות פעילותו.
- סוג המבנה-צמוד קרקע, חלק מבית דירות, מבנה תעשייתי, שכונים דיירים וכו' .
- סביבת המבנה-סביבה עירונית/ כפרי, רח' ראשי/ צדדי, חד/ דו סטרי, אזורים ציבוריים בקרבת המבנה מרכזי קניות, תחנות אוטובוס, המצאות משרדים בבניין וזהותם.
- פרטי גופים מאובטחים שכנים (כולל שיטת האבטחה הנהוגה בהם).
- רשימת מספרי זיהוי כלי רכב החונים דרך קבע בקרבת המתקן (שכנים, נותני שרותים, וכו').
- שעות פעילות.
- חתך אוכלוסיית העובדים.
- חתך אוכלוסיית המבקרים/ אורחים.
- כניסות דרכי גישה רגלי/ רכוב, מעברים הכרחיים וחניונים.
- אמצעי תחבורה עמם ניתן להגיע למתקן (כולל תחבורה ציבורית).
- רכב חרום וצירי פינוי.
- מספר קומות.
- גרמי מדרגות.
- חלוקת המבנה-חדרים, חצר, מרפסות.
- סוגי הקירות במבנה-גבס, בלוקים, בטון.
- פתחי אוורור, פירים ופתחי מילוט.
- מעלית.
- נקודת כיבוי אש.
- מיקום ערכות ע"ר.
- מערכות חשמל כולל מפסקים ראשיים.
- מיקום בית חולים, תחנת משטרה, מתקנים ביטחוניים וצירי הגעה.
- נקודות תורפה בקרבת המתקן.
- מיקום הצבת חפ"ק.
- מקומות שיכולים לשמש לאיסוף מל"מ וביצוע פיגוע על המתקן-אכסניות ציבוריים, בתי קפה, תחנות אוטובוס, בתים בבנייה, גנים, שטחים פתוחים השולטים על המתקן.
- גורמים חמושים המצויים בקרבת המתקן-זקיף, משטרה, צה"ל, מתקן מאובטח, אנשי אבטחה אזרחיים-ואמצעי זיהוי.
- הנחיות ביטחון ייחודיים למקום במקרי חירום (בצפון-ירי קטיושות, בדרום-ירי פצמרים, בשטחים-חדירת מחבלים וכו').

מפות וצילומים:

- מפה של גזרת המתקן הכוללת סימון המתקן, נקודות ציון חשובות, מעברים הכרחיים, בתי חולים.
- צילום המתקן מכיוונים שונים.
- צילום הכניסות למתקן.
- צילום כניסות לחניונים.
- צילום נקודות התורפה.
- צילום נקודות העצירה של כלי הרכב הכניסה/ יציאה מהמתקן.
- צילום נקודות/ אזורים נוספים הראויים להדגשה.

נתוני חליפת מיגון :

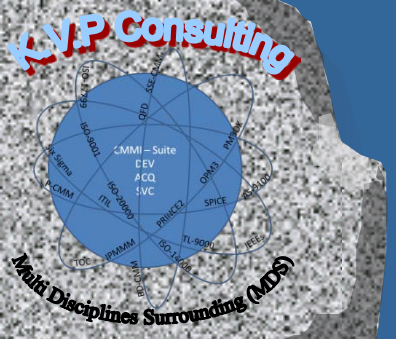
- סוגי דלתות, כיווני פתיחה, מיקום מפתחות.
- מיקום וסוג סורגים.
- טמ"ס-מיקום מצלמות ומוניטורים.
- לחצני מצוקה ואזעקות-מיקום ונקודות הפעלה/ נטרול, מיקום הגלאים, המוקדים אליהם האזעקה מחוברת, מספרי טלפון לתמיכה טכנית.
- מערכות בקרת כניסה טכנולוגיים-כרטיס מגנטי, קוד כניסה ורשימת מאושרי כניסה.
- מערכת קריזה.
- אדניות מיגון.
- שערים-סוג ואופן הפעלה.
- גדרות-סוג וגובה הגדר.
- תאורה-בשגרה/ בחירום.
- זכוכיות ממוגנות ירי-מיקומן.
- ציוד כיבוי אש ועזרה ראשונה.
- הגדרת חדר מבטחים/ ממ"ד.
- יציאות חירום.

נספחים:

- תצלומי אוויר.
- מפת האזור.
- תוכניות המבנה.
- תצלומים פנורמיים.
- רשימת בעלי תפקידים ומספרי טלפונים למנהלים, קב"טים ורופי חרום והצלה.
- אמצעי תקשורת וזיהוי בחירום.
- כל שינוי במבנה המתקן (שיפוצים, תוספת בנייה וכו') יעודכן בתיק השטח ויופץ לגורמים הרלוונטיים.

DRP TOC

תוכן עניינים:



BCP TOC

Business Continuity Planning Components

Getting Started **Section 1**

1. Assign departmental business continuity responsibilities.
2. Department mission and business functions/processes.
3. Identification and evaluation of scenarios, risks, events and threats.

Developing the Plan **Section 2**

4. Document recovery plans to recover critical functions for each scenario.
5. Determine details to complete tasks.
6. List contact information.
7. List necessary resources and reference materials.

Maintaining the Plan **Section 3**

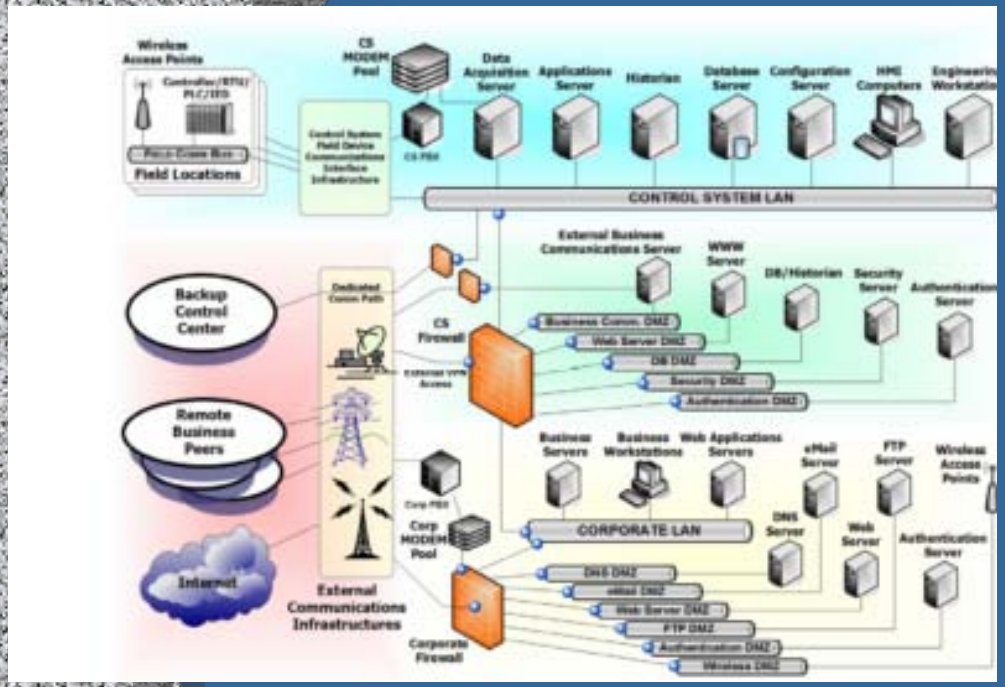
8. Train personnel on the plan.
9. Test (validate) the plan.
10. Maintain the plan.

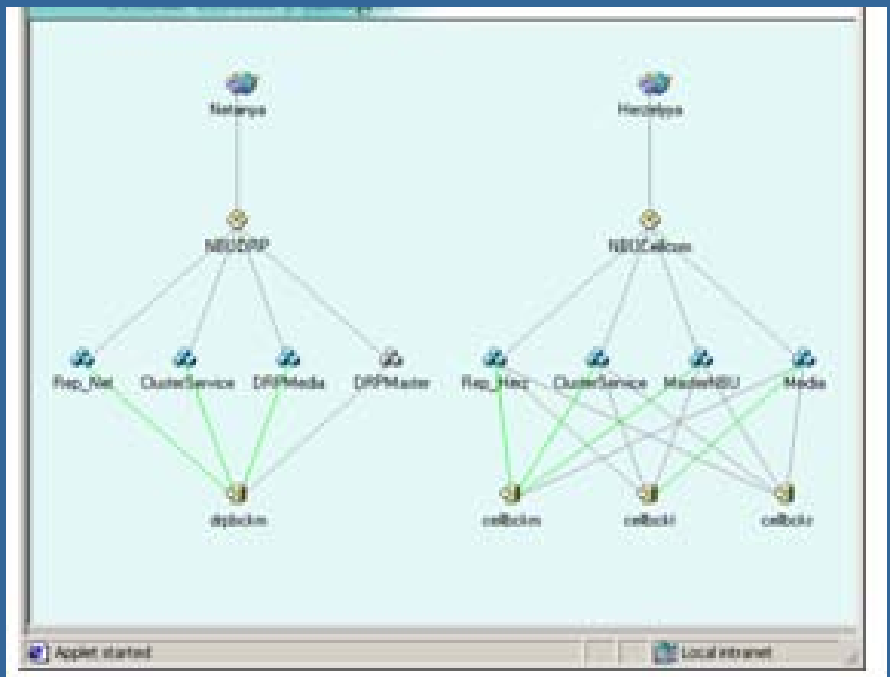
Page 3 of 19

Decision Tree Template

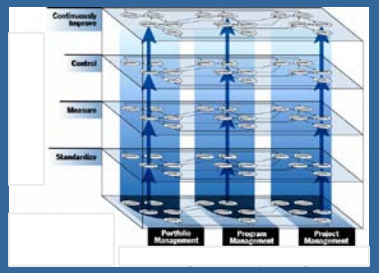
Project Name:					
Prepared by:					
Date:					
Decision Definition	**Decision Node**	**Chance Node**	**Expected Value**	**Value of Decision**	
(Decision Name)	(Cost of the Decision)	(Probability and Payoff)	(Probability X Payoff)		
		65%			
		Strong			
			$130		
	Build New Plant (1)	$200			
				$41.50	
	$120	35%			
		Weak			
			$32		
Build or Upgrade?		$90			
2					
$49		65%			
		Strong			
			$78		
	Upgrade Exisiting Plant (2)	$120			
				$49.00	
	$50	35%			
		Weak			
			$21		
		$60			

Infrastructures and Application Mapping

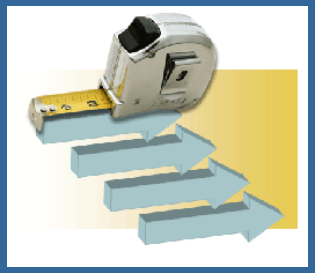




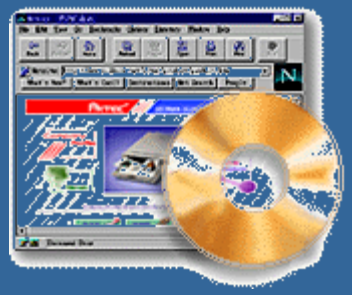
Compliance Requirements to Supporting Standards Mapping



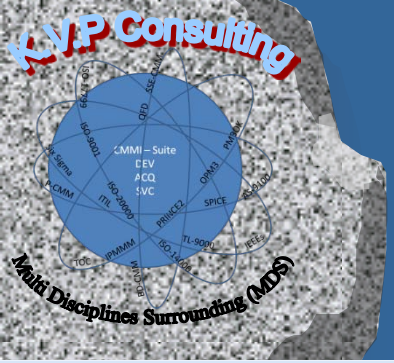
Scoping



Tool



Slides



Strategy, Management, and Regulatory

Vision, planning, decision making, strategy execution, discipline, regulatory, and investment

Black text = Requirements for this level

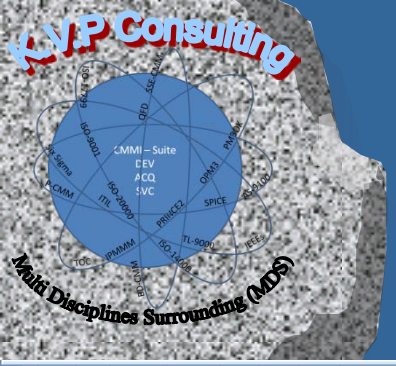
Blue text = Descriptive characteristics or desired traits

CMMIs Interpretation

ML2

		SGMM Levels		PP	PMC	M&A	PPQA	REQM	SAM	SD	AM	ARD	SSAD	DAR	OPD	OPF	IPM	OT
10	1	Exploring & Initiating	Developing first Smart Grid vision															
11			Support for experimentation															
12			Informal discussion with regulators															
13			Funding likely out of existing budget															
14																		
15	2	Functional Investing	Integrated vision and acknowledgement															
16			Initial strategy and business plan approved															
17			Initial alignment of investments to vision															
18			Distinct Smart Grid Funding and budget created in collaboration with regulators and stakeholders															
19			Commitment to proof of concepts															
20			Identify Initial Smart Grid leader															
21																		
22	3	Integrating Cross Functi	Completed Smart Grid strategy and business case incorporated into Corporate strategy															
23			Smart Grid governance model deployed															
24			Smart Grid leader(s) (with authority) ensure cross-LOB application															
25			Mandate/consensus with regulators to make and fund Smart Grid investments															
26			Corporate strategy expanded															
27																		
28	4	Optimizing Enterprise W	Smart Grid is a core competency that drives strategy and influences Corporate direction															
29			External stakeholders share in strategy															
30			Willing to invest and divest, or engage in JV and IP sharing to execute strategy															

Strategy, Management | Organization, Structure | Technology | Societal & Environmental | Grid Operations | Work & Asset Management | Customer Management



CMMI-SVC V 1.2

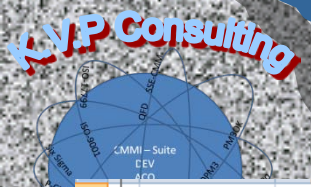
Con	Mat	Process	Process	Proc	SG N	SP N	Title
SVC	5	Process Man	Causal Anal	CAR			Purpose
							The purpose of Causal Analysis and Resolution (CAR) is to identify causes of defects and problems and take action to prevent them from occurring in the future
							Determine Causes of Defects and Problems
SVC	5	Process Man	Causal Anal	CAR	1		Root causes of defects and problems are systematically determined
							Select Defects and Problems
SVC	5	Process Man	Causal Anal	CAR	1	1.1	Select defects and problems for analysis
SVC	5	Process Man	Causal Anal	CAR	1		1. Gather relevant defect and problem data
SVC	5	Process Man	Causal Anal	CAR	1		2. Determine the defects and problems to be analyzed further
							Analyze Causes
SVC	5	Process Man	Causal Anal	CAR	1	1.2	Perform causal analysis of selected defects and problems and propose actions to address them
SVC	5	Process Man	Causal Anal	CAR	1	1.2	1. Conduct causal analysis with those responsible for performing the task
SVC	5	Process Man	Causal Anal	CAR	1	1.2	2. Analyze selected defects and problems to determine their root causes
SVC	5	Process Man	Causal Anal	CAR	1	1.2	3. Group selected defects and problems based on their root causes
SVC	5	Process Man	Causal Anal	CAR	1	1.2	4. Propose and document actions to be taken to prevent the future occurrence of similar defects and problems
							Address Causes of Defects and Problems
SVC	5	Process Man	Causal Anal	CAR	2		Root causes of defects and problems are systematically addressed to prevent their future occurrence
							Implement Action Proposals
SVC	5	Process Man	Causal Anal	CAR	2	2.1	Implement selected action proposals developed in causal analysis
SVC	5	Process Man	Causal Anal	CAR	2	2.1	1. Analyze action proposals and determine their priorities
SVC	5	Process Man	Causal Anal	CAR	2	2.1	2. Select action proposals to be implemented
SVC	5	Process Man	Causal Anal	CAR	2	2.1	3. Create action items for implementing the action proposals
SVC	5	Process Man	Causal Anal	CAR	2	2.1	4. Identify and remove similar defects and problems that may exist in other processes and work products
SVC	5	Process Man	Causal Anal	CAR	2	2.1	5. Identify and document improvement proposals for the organization's set of standard processes
							Evaluate the Effect of Changes
SVC	5	Process Man	Causal Anal	CAR	2	2.2	Evaluate the effect of changes on process performance
SVC	5	Process Man	Causal Anal	CAR	2	2.2	1. Measure the change in performance of the project's defined process or of subprocesses as appropriate
SVC	5	Process Man	Causal Anal	CAR	2	2.2	2. Measure the capability of the project's defined process or of subprocesses as appropriate
							Record Data
SVC	5	Process Man	Causal Anal	CAR	2	2.3	Record causal analysis and resolution data for use across the project and organization
							The purpose of Configuration Management (CM) is to establish and maintain the integrity of work products using configuration identification, configuration control, configuration status accounting, and configuration audits
SVC	2	Support	Configurati	CM			Purpose

CMMI-ACQ V 1.2

Con	Mat	Proc	Proc	Proc	SG N	SP Num	Title
ACQ	5	Sup	Cau	CAM	1		The purpose of Causal Analysis and Resolution (CAR) is to identify causes of defects and other problems and take action to prevent them from occurring in the future
							Determine Causes of Defects
ACQ	5	Sup	Cau	CAM	1	1	Root causes of defects and other problems are systematically determined
							Select Defect Data for Analysis
ACQ	5	Sup	Cau	CAM	1	1.1	Select defects and other problems for analysis
ACQ	5	Sup	Cau	CAM	1	1.1	1. Gather relevant defect or problem data
ACQ	5	Sup	Cau	CAM	1	1.1	2. Determine the defects and other problems to be analyzed further
							Analyze Causes
ACQ	5	Sup	Cau	CAM	1	1.2	Perform causal analysis of selected defects and other problems and propose actions to address them
ACQ	5	Sup	Cau	CAM	1	1.2	1. Conduct causal analysis with those responsible for performing the task.
ACQ	5	Sup	Cau	CAM	1	1.2	2. Analyze selected defects and other problems to determine their root causes
ACQ	5	Sup	Cau	CAM	1	1.2	3. Group selected defects and other problems based on their root causes
ACQ	5	Sup	Cau	CAM	1	1.2	4. Propose and document actions to be taken to prevent the future occurrence of similar defects or other problems
							Address Causes of Defects
ACQ	5	Sup	Cau	CAM	2	2	Root causes of defects and other problems are systematically addressed to prevent their future occurrence
							Implement Action Proposals
ACQ	5	Sup	Cau	CAM	2	2.1	Implement selected action proposals developed in causal analysis
ACQ	5	Sup	Cau	CAM	2	2.1	1. Analyze action proposals and determine their priorities
ACQ	5	Sup	Cau	CAM	2	2.1	2. Select action proposals to be implemented
ACQ	5	Sup	Cau	CAM	2	2.1	3. Create action items for implementing the action proposals
ACQ	5	Sup	Cau	CAM	2	2.1	4. Identify and remove similar defects that may exist in other processes and work products
ACQ	5	Sup	Cau	CAM	2	2.1	5. Identify and document improvement proposals for the organization's set of standard processes
							Evaluate the Effect of Changes
ACQ	5	Sup	Cau	CAM	2	2.2	Evaluate the effect of changes on process performance
ACQ	5	Sup	Cau	CAM	2	2.2	1. Measure the change in performance of the project's defined process or of subprocesses, as appropriate
ACQ	5	Sup	Cau	CAM	2	2.2	2. Measure the capability of the project's defined process or of subprocesses, as appropriate
							Record Data
ACQ	5	Sup	Cau	CAM	2	2.3	Record causal analysis and resolution data for use across the project and organization
							The purpose of Configuration Management (CM) is to establish and maintain the integrity of work products using configuration identification, configuration control, configuration status accounting, and configuration audits
ACQ	2	Sup	Con	CM			

CMMI-DEV V 1.2

Con	Mat	Proc	Proc	Proc	SG	SP	Num	Title
DEV	5	Sup	Cau	CAM	1			The purpose of Causal Analysis and Resolution (CAR) is to identify causes of defects and problems and take action to prevent them from occurring in the
								Root causes of defects and other problems are systematically det
DEV	5	Sup	Cau	CAM	1		1	A root cause is a source of a defect such that, if it is removed, th
								Select Defect Data for Analysis
DEV	5	Sup	Cau	CAM	1	1.1		Select the defects and other problems for analysis
DEV	5	Sup	Cau	CAM	1	1.1		Gather relevant defect or problem data
DEV	5	Sup	Cau	CAM	1	1.1		Determine which defects and other problems will be analyzed fu
								Analyze Causes
DEV	5	Sup	Cau	CAM	1	1.2		Perform causal analysis of selected defects and other problems a
DEV	5	Sup	Cau	CAM	1	1.2		Conduct causal analysis with the people who are responsible for
DEV	5	Sup	Cau	CAM	1	1.2		Analyze selected defects and other problems to determine their ro
DEV	5	Sup	Cau	CAM	1	1.2		Group the selected defects and other problems based on their ro
								Propose and document actions that need to be taken to prevent t
DEV	5	Sup	Cau	CAM	1	1.2		defects or other problems
								Address Causes of Defects
DEV	5	Sup	Cau	CAM	2	2		Root causes of defects and other problems are systematically add
								occurrence
								Implement the Action Proposals
DEV	5	Sup	Cau	CAM	2	2.1		Implement the selected action proposals that were developed in
DEV	5	Sup	Cau	CAM	2	2.1		1. Analyze the action proposals and determine their priorities
DEV	5	Sup	Cau	CAM	2	2.1		2. Select the action proposals that will be implemented
DEV	5	Sup	Cau	CAM	2	2.1		3. Create action items for implementing the action proposals
DEV	5	Sup	Cau	CAM	2	2.1		4. Identify and remove similar defects that may exist in other pro
DEV	5	Sup	Cau	CAM	2	2.1		5. Identify and document improvement proposals for the organiz
								Evaluate the Effect of Changes
DEV	5	Sup	Cau	CAM	2	2.2		Evaluate the effect of changes on process performance
DEV	5	Sup	Cau	CAM	2	2.2		1. Measure the change in the performance of the project's defined
DEV	5	Sup	Cau	CAM	2	2.2		2. Measure the capability of the project's defined process as appr
								Record Data
DEV	5	Sup	Cau	CAM	2	2.3		Record causal analysis and resolution data for use across the pro
								The purpose of Configuration Management (CM) is to establish a products using configuration identification, configuration contro and configuration audits
DEV	2	Sup	Con	CM				

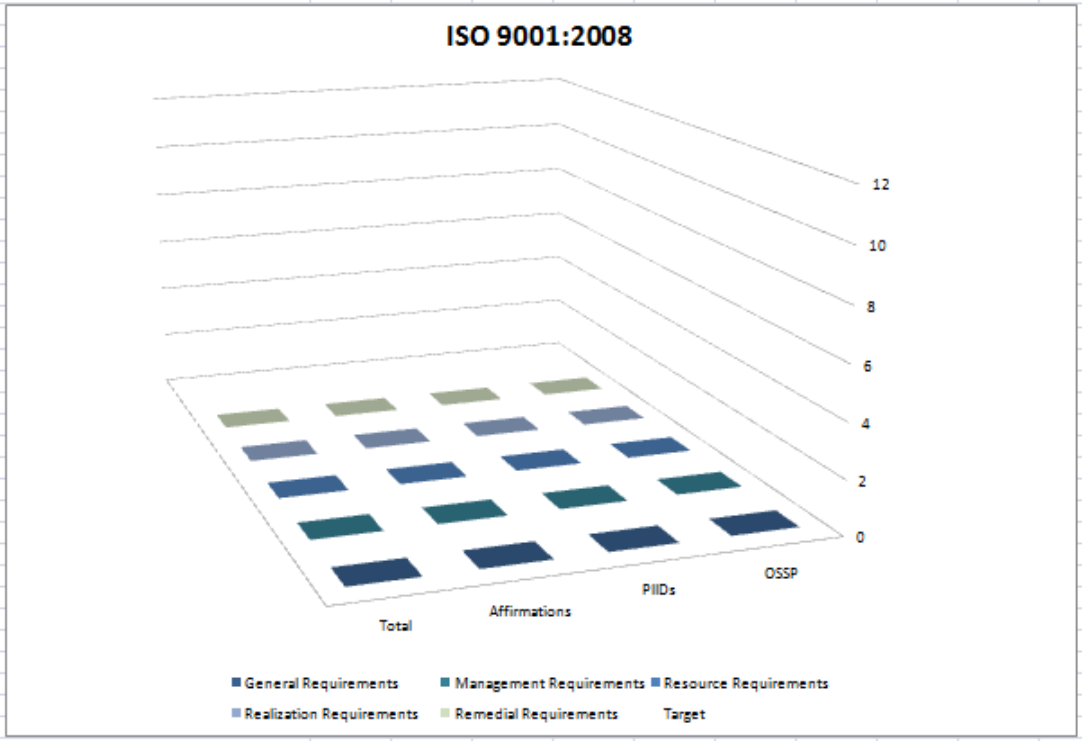


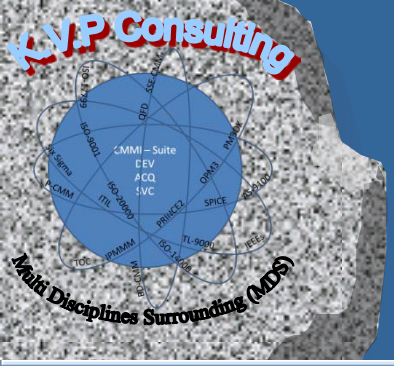
To Index

Chapter	Section		Requirements	OSSP	PIIDs	Affirmations	Total
4 General Requirements				0	0	0	0
	4.1 Develop Your Quality Management System (QMS)			0	0	0	0
		4.1.1	*Establish your organization's QMS*	0.00	0.00	0.00	0.00
		4.1.2	*Document* your organization's QMS.	0.00	0.00	0.00	0.00
		4.1.3	*Implement* your organization's QMS.	0.00	0.00	0.00	0.00
		4.1.4	*Maintain* your organization's QMS.	0.00	0.00	0.00	0.00
		4.1.5	*Improve* your organization's QMS.	0.00	0.00	0.00	0.00
	4.2 Document Your Quality Management System (QMS)			0	0	0	0
		4.2.1	*Manage Quality Management System Documents*	0	0	0	0
		4.2.1.1	Develop documents for your organization's QMS.	0.00	0.00	0.00	0.00
		4.2.1.2	Make sure that your organization's QMS documents respect and reflect what you do and how you do it.	0.00	0.00	0.00	0.00
		4.2.2	*Prepare Quality Management System Manual*	0	0	0	0
		4.2.2.1	Establish a quality manual for your organization.	0.00	0.00	0.00	0.00
		4.2.2.2	Maintain your organization's quality manual.	0.00	0.00	0.00	0.00
		4.2.3	*Control Quality Management System Documents*	0	0	0	0
		4.2.3.1	Control your organization's QMS documents.	0.00	0.00	0.00	0.00
		4.2.3.2	Control documents that are used as QMS records.	0.00	0.00	0.00	0.00
		4.2.4	*Establish Quality Management System Records*	0	0	0	0

[To Index]

		OSSP	PIIDs	Affirmations	Total
		12	12	12	12
4	**General Requirements**	**0**	**0**	**0**	**0**
4.1	Develop Your Quality Management System (QMS)	0	0	0	0
4.2	Document Your Quality Management System (QMS)	0	0	0	0
5	**Management Requirements**	**0**	**0**	**0**	**0**
5.1	Show Your Commitment to Quality	0	0	0	0
5.2	Focus On Your Customers	0	0	0	0
5.3	Support Your Quality Policy	0	0	0	0
5.4	Carry Out Your QMS Planning	0	0	0	0
5.5	Allocate QMS Responsibility and Authority	0	0	0	0
5.6	Perform QMS Management Reviews	0	0	0	0
6	**Resource Requirements**	**0**	**0**	**0**	**0**
6.1	Provide Required QMS Resources	0	0	0	0
6.2	Provide Competent QMS Personnel	0	0	0	0
6.3	Provide Necessary Infrastructure	0	0	0	0
6.4	Provide Suitable Work Environment	0	0	0	0
7	**Realization Requirements**	**0**	**0**	**0**	**0**
7.1	Control Product Realization Planning	0	0	0	0
7.2	Control Customer-Related Processes	0	0	0	0
7.3	Control Product Design and Development	0	0	0	0
7.4	Control Purchasing and Purchased Products	0	0	0	0
7.5	Control Production and Service Provision	0	0	0	0
7.6	Control Monitoring and Measuring Equipment	0	0	0	0
8	**Remedial Requirements**	**0**	**0**	**0**	**0**
8.1	Establish Monitoring and Measurement Processes	0	0	0	0
8.2	Carry Out Monitoring and Measurement Activities	0	0	0	0
8.3	Identify and Control Nonconforming Products	0	0	0	0
8.4	Collect and Analyze Quality Management Data	0	0	0	0
8.5	Make Improvements and Take Remedial Actions	0	0	0	0

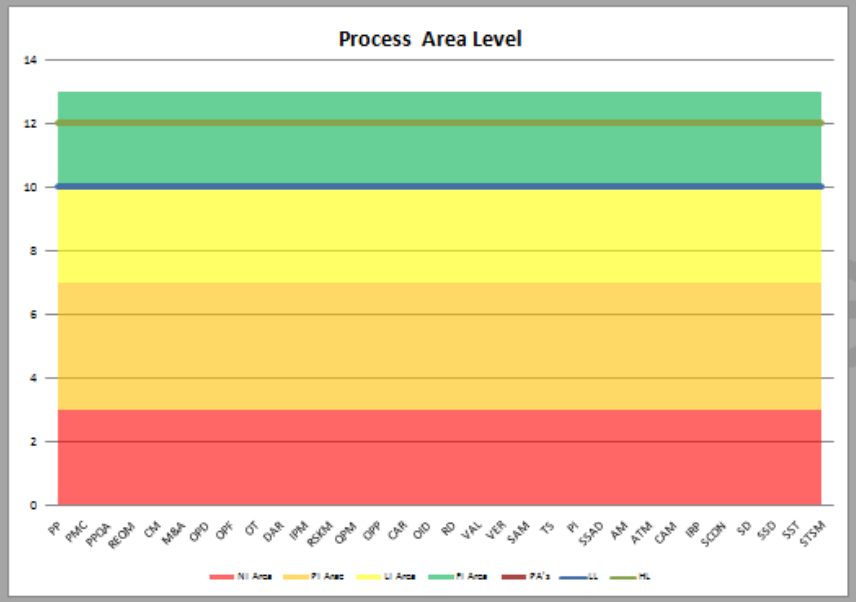


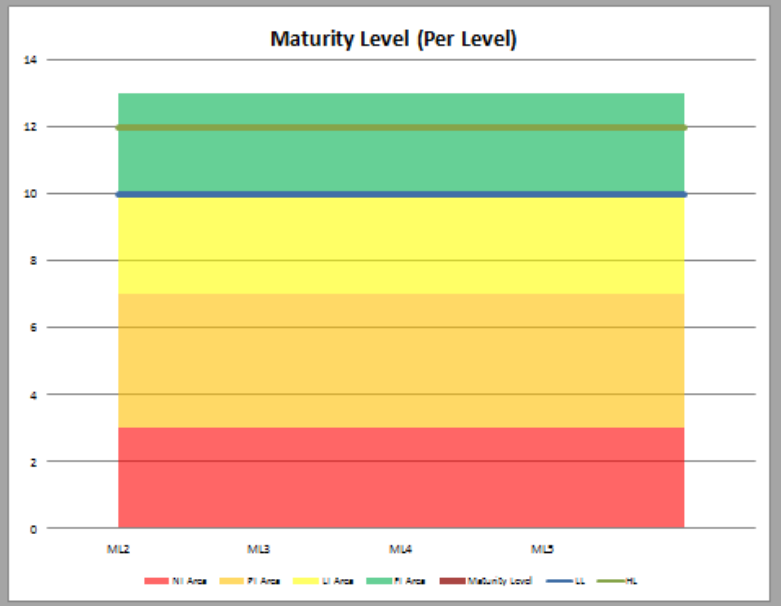


Process Level	
REQM	
PP	
PMC	
M&A	
PPQA	
CM	
SAM	
RD	
TS	VAL
PI	
VER	
VAL	
OPF	
OPD	
OT	
IPM	
RSKM	
DAR	
OPP	
OPM	
OID	
CA&R	

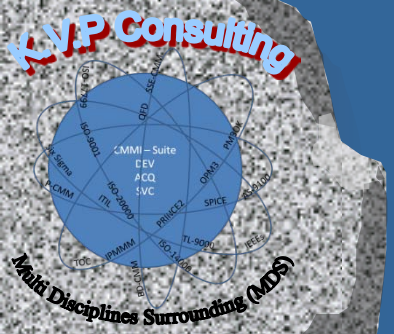
Color	EV	Rating	LL	HL
red	1~3	NI	1.00	3.00
orange	4~6	PI	4.00	6.00
yellow	7~9	LI	7.00	9.00
green	10~12	FI	10.00	12.00

Maturity Level (Per Level)	
ML2	
ML3	
ML4	0.00
ML5	0.00





Definitions | Rating Guidelines | OSSP-ML_dashboard | OSSP-SP_dashboard | OSSP-CL_dashboard | OSSP-ML vsCL_dashboard | OSSP | CMMIs SPs Kobi | CMMIs GPs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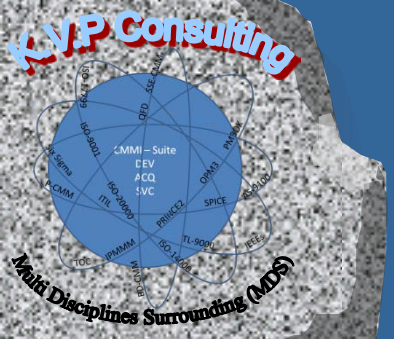
DEV
ACQ
SVC
Multi Disciplines Surrounding (MDS)

Status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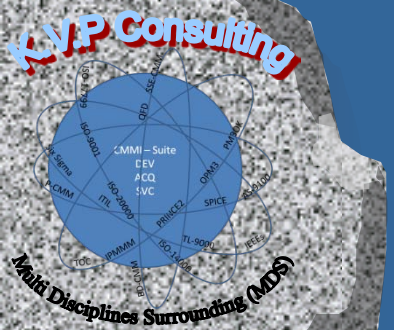
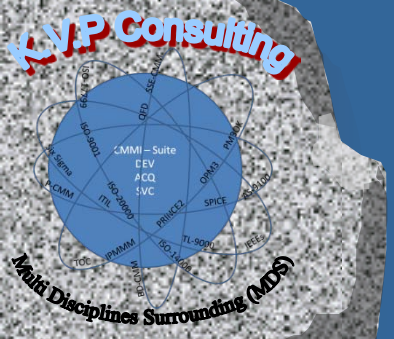
Next Steps



Pilot Results

- Verbal presentation of selected pilots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Questions