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| Risikomanagement-Plan |
| Analyse und Auswertung der Risiken im Projekt |
| Volker Werling |

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**Document status:**

**Version:** 1.0

**Status:** accessible

**Released by:** Volker Werling, RoCoVoMo

**Project No.:** P-42-Ro-2012

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Project No. | Änderungsdatum | Author | Request-No. | Beschreibung |
| P-42-Ro-2012 | 29.10.2012 | Volker Werling |  | Erstellung |
| P-42-Ro-2012 | 13.11.2012 | Volker Werling |  | Überarbeitet |
|  |  |  |  |  |
|  |  |  |  |  |

RoCoVoMo

Risikomanagement-Plan

# Einleitung

## Zweck

**Risikomanagement** ist die Identifizierung, Bewertung und Priorisierung von Risiken.

## Umfang

Dieses Dokument enthält eine SWOT-Analyse, eine Risikoanalyse und ein Risiko-Management-Plan, einschließlich Informationen über die Risikofaktoren, einen Risikominderungs-Plan.

## Definitionen, Akronyme und Abkürzungen

SWOT (engl. Akronym für**S**trengths (Stärken), **W**eaknesses (Schwächen), **O**pportunities (Chancen) und **T**hreats (Risiken)

# Beschreibung

Es ist wichtig, einen Überblick über mögliche Risiken zu schaffen, damit sich ein Projekt gut entwickeln kann. Als Ergbenis können Minderungsstrategien ausgearbeitet werden. Die folgende Auflistung sind nützlich, um einen solchen Überblick über Risiken zu erhalten.

# Prioritätstabelle

Diese Tabelle wird im gesamten Dokument verwendent und ist daher für das Verständnis wichtig. Sie ist ein Maßstab dafür wie hoch die Priorität eines Problems mit dem Projektzustand in Beziehung steht. Je niedriger die Zahl, desto höher die Priorität.

|  |  |  |
| --- | --- | --- |
| **Impact** | | |
| **High** | **Medium** | **Low** |
| **Probability** | **High** | **1** | **1** | **2** |
| **Medium** | **2** | **3** | **4** |
| **Low** | **4** | **5** | **6** |

# SWOT Analyse

Die SWOT-Analyse ist eine strategische Plannungsmethode. Es werden Einflüsse und deren Implikationen für das Projekt evaluiert.Nachfolgende Matrix ist spezifisch für das Projekt RoCoVoMo.

|  |  |
| --- | --- |
| **+** | **-** |
| **Internal Factors** | **S**  - erfahrene Entwickler | **W**  - Wohnorte und Arbeitsstätten der Teilnehmer weit voneinander entfernt |
| **External Factors** | **O**  - erhöhtes Interesse an neuen User Interfaces | **T**  - Ergebnis des Projektes wird nicht akzeptiert |

# Risikoanalyse

Risikoanalyse ist die Wissenschaft von Risiken und deren Eintrittswahrscheinlichkeit und Auswertung. Die folgende Auflistung zeigt verschiedene Risikofaktoren im Projekt. Die Auswirkungensbeschreibung hat die drei Zustände **L**(ow), **M**(edium) und **H**(igh). Die Auswirkung auszuwerten reicht jedoch nicht aus um die volle Wirkung zu verstehen. Impact Qualification, Probability Qualification und Priorität warden herangezogen um diese Lücke zu schließen.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Risk Factor** | **Impact Description** | | | **Impact Qualification (L, M, H)** | **Probability Qualification (L, M, H)** | **Priority (See table)** |
| **A) Budget** | | | | | | |
| 1) Estimated total budget for project | | | L) 0€  M)1€ to 100€  H)more than 100€ | L | L | 6 |
| 2) What is the level of confidence in the accuracy of the budget estimate? | | | L) High  M) Medium  H) Low | L | L | 6 |
| 3) What is the possibility of budget overrun? | | | L) Not likely  M) Moderately possible  H) Highly probable | L | L | 6 |
| **B) Duration** | | | | | | |
| 1) What is the estimated elapsed time to complete the project? | | | L) Less than 2 month  M) 2 month to 3 month  H) nearly 4 months | L | H | 2 |
| 2) What is the level of confidence in the accuracy of the project schedule estimate? | | | L) High  M) Medium  H) Low | M | M | 3 |
| 3) What is the degree of flexibility in the schedule and completion date? | | | L) High flexibility  M) Moderate flexibility  H) Limited flexibility | H | M | 2 |
| 4) What is the life expectancy for the solution? | | | L) Less than 2 years  M) 2 to 5 years  H) More than 5 years | L | L | 6 |
| **C) Project Team Staffing** | | | | | | |
| 1) What is the expected maximum size of the project team? | | | L) 1 or less  M) 2  H) more than 2 | H | M | 2 |
| 2) Is the project staffing level (or expected level) adequate for the project? | | | L) Adequate level of staffing  M) Slightly understaffed, anticipate minor impact on project schedule  H) Severely understaffed, will lengthen project schedule | H | M | 2 |
| 3) What percentage of the project team can be staffed from existing personnel? | | | L) 80-100%  M) 50-79%  H) 0-49% | H | L | 4 |
| 4) Due to specialized skill requirements, budget constraints, etc.; how difficult will it be to obtain additional permanent staff or contractors? | | | L) Not difficult  M) Somewhat difficult  H) Very difficult | L | L | 6 |
| 5) Project Manager availability: full versus part time | | | L) Full time basis  M) Full time w/minor responsibilities elsewhere  H) Equally involved on 1 or more other projects | M | M | 2 |
| 6) Shared work experience of team | | | L) All have worked together before  M) Some have worked together before  H) None have worked together before | M | H | 1 |
| 7) Number of times team has implemented this solution | | | L) More than once  M) Once  H) None | H | H | 1 |
| 8) Physical location of project team | | | L) Single location  M) Most of team in single location  H) Most of team in multiple sites | H | H | 1 |
| 9) Contract Help | | | L) No contract help needed for solution  M) The Company is prime with 1 subcontractor  H) The Company is prime with multiple subcontractors | L | L | 6 |
| **D) Client-User Staffing** | | | | | | |
| 1) What is the expected maximum size of the client project team? | | L) 4 or less  M) 5 to 10 members  H) Over 10 members | | L | L | 6 |
| 2) Is the client-user-staffing level adequate for the project? | | L) Adequate level of staffing  M) Slightly understaffed, anticipate minor impact on project schedule  H) Severely understaffed, will lengthen project schedule | | L | L | 6 |
| 3) What percentage of the client-user team can be staffed from existing personnel? | | L) 80-100%  M) 50-79%  H) 0-49% | | L | L | 6 |
| 4) Due to specialized skill requirements, budget constraints, etc.; how difficult will it be to obtain additional permanent staff or contractors? | | L) Not difficult  M) Somewhat difficult  H) Very difficult | | L | L | 6 |
| **E) User Departments** | | | | | | |
| 1) How many departments or organisations can be described as primary users for this project? | | L) 1  M) 2  H) 3 or more | | L | L | 6 |
| 2) How many departments are involved as secondary users in this project (e.g., primary to get information for secondary reports.)? | | L) None to 1  M) 2  H) 3 or more | | L | L | 6 |
| 3) Number of different physical locations to implement system | | L) 1 site  M) 2 to 3 sites  H) Over 3 | | L | L | 6 |
| **F) Administration and Control** | | | | | | |
| 1) Has a project process and related standards been established for this type of project (i.e. application development, infrastructure, etc.)? | | L) Yes, project team trained and has applied methodology in past projects  M) Yes, first time use by project team  H) No, unknown risks & no applied methodology | | L | L | 6 |
| 2) Project Management change control management procedures | | L) Well defined & accepted  M) Established but unclear  H) Non-existent | | M | L | 5 |
| 3) A quality assurance process has been defined and is in place? | | L) Well defined & accepted  M) Established but unclear  H) Non-existent | | M | L | 5 |
| 4) Will the solution be implemented in well-defined phases? | | L) Yes  H) No | | H | L | 4 |
| 5) Has a version control system been established for project? | | L) Yes  H) No | | H | M | 2 |
| 6) Has a collaboration system been established for documentation and project information? | | L) Yes  H) No | | M | M | 3 |
| 7) Will the development effort be continuous? | | L) Yes  M) No, limited to moderate impact  H) No, considerable impact | | M | H | 1 |
| 8) Has the joint client-user/project development team been identified and established for the project? | | L) Yes, with active participation from all departments involved  M) Yes, with part-time participation  H) No | | L | L | 6 |
| 9) Has a formal review and approval process been established for the project? | | L) Yes, formal procedures  M) No, informal procedures  H) No procedures | | M | L | 5 |
| 10) Number of clients or departments involved in final solution | | L) Single department or company requesting solution  M) Two departments in same company requesting solution  H) Multiple departments or more than one company requesting solution | | L | L | 6 |
| 11) Number of other projects this project depends upon | | L) 0  M) 1  H) 2 or more | | M | L | 5 |
| 12) Number of other projects depending on this project | | L) 0  M) 1  H) 2 or more | | M | L | 5 |
| **G) User Support** | | | | | | |
| 1) Is there a client analyst (subject matter expert-SME) assigned to the project? | | L) Yes, active participation  M) Yes, minimal participation  H) No | | L | L | 6 |
| 2) How knowledgeable is the SME in the proposed solution area? | | L) Substantial experience in the area  M) Understands concepts, but has no experience  H) Limited | | L | L | 6 |
| 3) Does the client’s top management support the project? | | L) Well supported  M) Somewhat supported  H) Limited support | | L | L | 6 |
| **H) Project/Development Team Qualifications** | | | | | | |
| 1) What is the experience of the project manager with projects of similar type? | | L) Demonstrated performance within this company with similar solutions  M)Demonstrated performance within this company but with different type of solutions  H) Prior experience with similar solutions but no experience at this company or no prior experience | | L | L | 6 |
| 2) What is the experience of the project manager with projects of similar size? | | L) Demonstrated performance within this company with similar solutions  M)Demonstrated performance within this company but with different type of solutions  H) Prior experience with similar solutions but no experience at this company or no prior experience | | L | L | 6 |
| 3) What is the project team’s demonstrated performance in implementing project of this type? | | L) Excellent  M) Adequate  H) Limited | | H | M | 2 |
| 4) What is the project team’s demonstrated performance in implementing project of this size? | | L) Excellent  M) Adequate  H) Limited | | H | M | 2 |
| 5) What is the project team’s functional knowledge of the client’s business in the solution area? | | L) Excellent or Good  M) Fair  H) Poor | | H | M | 2 |
| 6) Project Team expertise requirements | | L) No subject matter expert required for solution or subject matter expert on staff already  M) Local subject matter expert required for solution  H) Out of District or location subject matter expert required for solution | | M | M | 3 |
| **I) Functional Requirements** | | | | | | |
| 1) The new solution may be described as: | | L) Replacement of an existing automated system  M) Replacement of an existing manual system  H) Totally new system | | L | L | 6 |
| 2) What percentage of the new solution’s functions are one-for-one replacements of the existing system’s functions? | | L) 67-100%  M) 34-66%  H) 0-33% | | L | L | 6 |
| 3) To what degree can the user requirements definition be based on existing system documentation? | | L) To a large degree  M) To a moderate degree  H) To a minimal degree or no existing documentation | | L | L | 6 |
| 4) New solution relationship to client’s business strategy | | L) Tightly coupled to business strategic plan  M) Somewhat coupled to business strategic plan  H) Minimally coupled to business strategic plan | | L | L | 6 |
| 5) To what degree has the project team documented the client’s requirements? | | L) Well understood and documented  M) General understanding but not documented  H) Not well documented | | H | M | 2 |
| 6) To what degree will the client-user depend on the technical staff to define system requirements (system inputs, outputs, processing requirements, data base contents, etc.)? | | L) Minimal dependence  M) Moderate dependence  H) High dependence | | M | L | 5 |
| 7) How well defined is the project scope? | | L) Well defined and documented  M) General understanding but not documented  H) Not well defined | | M | M | 3 |
| 8) How likely to change are the project scope and requirements? | | L) To a large degree  M) To a moderate degree  H) To a minimal degree | | M | M | 3 |
| 9) How diverse are the requirements of the different client-user groups? | | L) Identical requirements or only one user group  M) Similar requirements  H) Somewhat diverse requirements | | L | L | 6 |
| 10) How well are the project deliverables or objectives defined? | | L) Well defined and documented  M) Defined in name, but not content  H) Vague | | L | L | 6 |
| 11) How well defined are the benefits of new solution? | | L) Defined, quantified or strategically important  M) Defined in general, not quantified  H) Not defined, unclear | | M | L | 5 |
| **J) Impact on User Operations** | | | | | | |
| 1) To what degree will the client depend on the new solution for normal operations? | | L) Not required for normal operations  M) Moderately dependent  H) Extremely dependent | | L | L | 6 |
| 2) Will change in the client organization be required as a result of the new solution? | | L) Minimal or no change  M) Moderate change  H) Major change | | L | L | 6 |
| 3) To what degree will the new solution impact client operations and procedures? | | L) Minimal change  M) Moderate change  H) Major change | | L | M | 4 |
| 4) What is the general attitude of the operational client to the new solution? | | L) Positive  M) Neutral, somewhat sceptical or unknown  H) Negative | | L | L | 6 |
| 5) How familiar is the client with the technology being used? | | L) Very familiar  M) Somewhat familiar or unfamiliar, but easy to adapt  H) Unfamiliar, requires extensive user education | | M | M | 3 |
| **K) Sponsorship & Commitment** | | | | | | |
| 1) Project Sponsor (Champion) is: | | L) Identified, enthusiastic, strong user influence, and supports the project  M) Identified but passive  H) Unknown | | L | L | 6 |
| 2) What is the experience of the project sponsor with projects of similar type? | | L) Extensive experience within this company with similar solutions  M) Extensive experience within this company but with different type of solutions  c) Prior experience with similar solutions but no experience at this company  d) No experience | | L | L | 6 |
| 3) What is the experience of the project sponsor with projects of similar size? | | L) Extensive experience within this company with similar solutions  M) Extensive experience within this company but with different type of solutions  c) Prior experience with similar solutions but no experience at this company | | L | L | 6 |
| **L) Project Technology (Hardware & Software)** | | | | | | |
| 1) How experienced is the project team with the hardware being used? | | L) Very experienced  M) Moderately experienced  H) Slightly or not experienced | | H | L | 4 |
| 2) How experienced is the project team with the software being used? | | L) Very experienced  M) Moderately experienced  H) Slightly or not experienced | | H | L | 4 |
| 3) How experienced is the project team with the development tools and techniques being used? | | L) Very experienced  M) Moderately experienced  H) Slightly or not experienced | | H | L | 4 |
| 4) To what extent will the success of the new solution depend on technology with which the project team has limited experience (including hardware, software, development tools and techniques)? | | L) Not at all or not enough to cause a problem  M) To a moderate extent  H) To a great extent | | M | M | 3 |
| 5) Are backup personnel available with similar experience and skills? | | L) Yes  H) No | | L | L | 6 |
| 6) Requirements for new/non-standard hardware/software for solution | | L) None  M) Existing plus additional  H) All new | | L | L | 6 |
| 7) Hardware/software available for testing | | L) Guaranteed  M) Reasonable assurance  H) No assurance | | H | L | 4 |
| 8) Hardware/Software ordered and available | | L) Hardware/software onsite  M) Hardware/software ordered with firm delivery date  H) Hardware/software not ordered or no delivery date | | H | L | 4 |
| **M) Technical Approach** | | | | | | |
| 1) Is the solution a network application? | | L) No  M) Networked to a central system  H) Networked to multiple types of systems | | H | M | 2 |
| 2) The development effort on this solution would be described as: | | L) Primarily a package implementation, with only minor modifications to the package anticipated  M) Software packages will be skeletons for new development  H) Primarily new development | | H | M | 2 |
| 3) Is the success of the system dependent on hardware new to the organization? | | L) Not dependent  M) Somewhat dependant  H) Heavily dependent | | L | L | 6 |
| 4) Is the success of the system dependant on software new to the organization? | | L) Not dependent  M) Somewhat dependant  H) Heavily dependent | | M | M | 3 |
| 5) To what degree will the success of the system depend on technology with which the vendors have limited experience? | | L) Limited degree or not applicable  M) Moderate degree  H) Significant degree | | M | M | 3 |
| 6) What is the expected vendor support of the technology? | | L) Good or not applicable  M) Limited problem  H) Serious problem or unknown | | L | L | 6 |
| **N) Development Environment** | | | | | | |
| 1) Will the project team have difficulty obtaining adequate hardware resources, software resources, or development tool? | | L) No problem anticipated  M) Limited problem  H) Serious problem | | M | L | 5 |
| 2) To what extent are changes in development hardware or software expected to impede progress on the subject? | | L) Limited impact  M) Moderate impact  H) Considerable impact | | H | H | 1 |
| **O) Technical Requirements** | | | | | | |
| 1) What is the anticipated complexity of the conversion effort? | | L) No conversion effort required or straightforward  M) Average  H) Complex | | M | M | 3 |
| 2) Will the new solution be required to meet stringent performance requirements (e.g., response time, availability)? | | L) Reasonable expectations  H) Stringent requirements | | L | L | 6 |
| 3) How important are the security/privacy considerations to the new solution? | | L) Limited importance  M) Moderate importance  H) Extreme importance | | L | L | 6 |
| 4) With how many different existing applications or systems must the new solution interface? | | L) None or 1  M) 2 to 4  H) More than 4 | | H | H | 1 |
| **P) Account Readiness** | | | | | | |
| 1) The account environment is ready for the new solution? | | L) Yes  M) Maybe, with some changes  H) No | | M | M | 3 |

# Risikomanagement

Das Risiko-Management-Plan beurteilt die Risikofaktoren welche innerhalb der Risikoanalyse ausgewertet wurden und möglicherweiße eine Gefahr für das Projekt darstellen können. Nachfolgend werden nur Risiken mit der Priorität 1 betrachtet.

## Risk Identifier C6

### Risikobewertung

|  |  |  |
| --- | --- | --- |
| **Impact Qualification** | **Probability Qualification** | **Priority (See table)** |
| M | H | 1 |

### Beschreibung

*Shared work experience of team* beschäftigt sich mit der Frage, ob es für die Teamteilnehmer ein Problem darstellt zusammen zu arbeiten.

### Auswirkungen

If the team consists of people, who never worked together, it is important to create a work environment that enables team building exercises. The performance of the team relies on the combined work of and communication between all team members.

Wenn ein Team aus Personen besteht die noch nie miteinander gearbeitet haben ist es wichtig ein Arbeitsumfeld zu schaffen in dem es den Teilnehmern möglich ist ein Team zu werden. Die Leistung des Teams hängt direkt von der Zusammenarbeit und Kommunikation der Teilnehmer ab.

### Indikatoren

Probleme bei der Kommunikation und der Koordination von Aufgaben.

### Milderungsstrategie

Direktes Ansprechen des Umstandes zur Lösungsfindung. Aussprache der Streitparteien.

### Notfallplan

Ergreifen Teamfördernder Maßnahmen.

## Risk Identifier C7

### Risikobewertung

|  |  |  |
| --- | --- | --- |
| **Impact Qualification** | **Probability Qualification** | **Priority (See table)** |
| H | H | 1 |

### Beschreibung

*Number of times team has implemented this solution* beschäftigt sich damit, ob das Team das nötige Know-How hat um das Projekt umzusetzen.

### Auswirkungen

Das gesamte Projekt hängt vom Know-How seiner Teilnehmer ab.

### Indikatoren

Verzögerungen bei der Umsetzung von Aufgaben. Nichteinhalten der Testplanung.

### Milderungsstrategie

Neuplanung gemäß des erhöhten Aufwandes um Know-How aufzubauen

### Notfallplan

Verringern des Funktionalitätsumfanges des finale Produktes soweit mit dem Kunden vereinbar.

## Risk Identifier C8

### Risikobewertung

|  |  |  |
| --- | --- | --- |
| **Impact Qualification** | **Probability Qualification** | **Priority (See table)** |
| H | H | 1 |

### Beschreibung

*Physical location of project team* beschäftigt sich damit, welches Umfeld geschaffen werden muss, damit das Projekt auch bei großer Distanz zwschen den Teilnehmern gewährleistet werden kann.

### Impacts

The scheduling of tasks to groups might be impacted by the location of various team members. Time and resources might be wasted, running behind miscommunication.

Die Planung der Aufgaben der jeweiligen Teilnehmern kann von deren Lokation abhängig sein. Es besteht die Gefahr durch Fehlplanung und Misskomunikation Resourcen zu verschwenden.

### Indikatoren

Kommunikationsschwierigkeiten.

### Milderungsstrategie

Berücksichtigung der Lokation der Teilnehmer und passende Planung der Aufgaben.

### Notfallplan

Zusätzliche Termine planen

## Risk Identifier F7

### Risikobewertung

|  |  |  |
| --- | --- | --- |
| **Impact Qualification** | **Probability Qualification** | **Priority (See table)** |
| M | H | 1 |

### Beschreibung

*Will the development effort be continuous?* , beschäftigt sich damit, ob Design und Umsetzung wesentliche Fehler enthalten, deren Beseitigung großen Zeitaufwand nach sich zieht.

### Auswirkungen

Das gesamte Projekt und die Planung läuft Gefahr zu scheitern.

### Indikatoren

Viele Fehler in den Testphasen

### Milderungsstrategie

Vode Reviews, Pair Programming

### Notfallplan

Ausbringung älterer Versionen die weniger Fehler enthalten.

## Risk Identifier N2

### Risikobewertung

|  |  |  |
| --- | --- | --- |
| **Impact Qualification** | **Probability Qualification** | **Priority (See table)** |
| H | H | 1 |

### Beschreibung

*To what extent are changes in development hardware or software expected to impede progress on the subject?* beschäftigt sich damit, wie stark die Umsetzung von anderen Produkten abhängig ist.

### Auswirkungen

Wenn Anwendungen dritter erfoderlich sind, damit das zu entwickelnde Produkt überhaupt umgesetzt warden kann, dann ist die Verfügbarkeit und Sicherheit dieser essentiell für den Erfolg des Projekts.

### Indikatoren

Probleme nach Update der eingesetzten Third Party Libraries.

### Milderungsstrategie

Rückfallen auf stabile Versionen der verwendeten Software. Nutzen von Open Source Software.

### Notfallplan

Rollback auf alte Version der Software. Gegebenenfalls Funktionen daran anpassen.

## Risk Identifier O4

### Risikobewertung

|  |  |  |
| --- | --- | --- |
| **Impact Qualification** | **Probability Qualification** | **Priority (See table)** |
| H | H | 1 |

### Beschreibung

*With how many different existing applications or systems must the new solution interface?* beschäftigt sich damit ob die Abhängigkeit des Projektes von Produkten dritter zu groß ist.

### Auswirkungen

Instabile Lösung, Lizenzschiwerigkeiten

### Indikatoren

Nicht findbare Bugs in Tests, fehler in Fremdprodukten. Lizenzklagen.

### Milderungsstrategie

Minimierung des Einsatzes von Fremdsoftware auf ein Minimum

### Notfallplan

Zusätzlicher Zeitaufwand zur Findung von Umgehungslösungen.

## Risikomilderungsplan

Folgende Liste ist eine Zusammenfassung der genannten Risiken.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Risk Mitigation Plan** | | | | |
| **Item #** | **Impact** | **Probability** | **Cost** | **Trigger Point, Mitigation Strategy, and Comments** |
| C6 | M | H | - | Wenn das Team nicht Zusammenarbeiten kann muss extra Zeit zur Verständigung aufgewendet werden |
| C7 | H | H | - | Keiner hat je zuvor eine solche Lösung entwickelt, also daher einfach loslegen. |
| C8 | H | H | - | Durch Distanz der Teilnehmer mehr Treffen vereinbaren, eventuell Telemeetings. |
| F7 | M | H | - | Team verbringt lange Zeit ohne Fortschritte, Planungstermine vereinbaren |
| N2 | H | H | - | Libraries verändern sich. Jeder Entwickler muss sich damit auseinandersetzen. |
| O4 | H | H | - | Lösung hat Schnittstellen zu mehreren APIs. Erlernen der APIs. |

## Risk Management Aufgaben

Risikomanagement als eine verteilte oder zentralisierte Aktivität muss folgende Aufgabe erfüllen: Identifikation von Bedenken, Risiken und deren Ursache, Ermittlung von Lösungen, Priorisierung der Risikomanagementbemühungen, entwickeln von Risikomanagementplänen, Authorisierung. der Umsetzung jener, sowie tracking und Management der Bemühungen.

Hierfür sind der Risikomanager und –analysten zuständig, die in diesem Fall Herr Ebner und Herr Werling sind.