

RISK AND RESILIENCE BOOTCAMP





WORKFORCE
DEVELOPMENT



RISK CAPSTONE PROJECT OVERVIEW

- This is your final assessment for the Risk and Resilience bootcamp
- The scenario you will analyze is a catastrophic service failure in a company that provides Internet-based services
 - The company does not have the internal resources to do a risk assessment
 - Your group has been brought in as external consultants to
 - Review the company's risk management posture
 - Make recommendations for a risk strategy
 - Analyze and make recommendations on risk controls and operating procedures
 - Recommend changes in the current corporate approach to managing future risk
 - You will be expected to display your knowledge of the concepts and techniques covered in class in the material and discussions

RISK CAPSTONE PROJECT OVERVIEW

- The project simulates the real world
 - You will start with the initial internal assessment of the failure
 - Not all the data is relevant, you have to sift through it to find what you need
 - The data is incomplete, you have to find out what else you need to complete the assignment
 - The data is messy, it's not totally accurate or up to date and may require clarification
- You will be provided with
 - A corporate overview for background
 - This includes a detailed description of the IT architecture and business organization
 - The postmortem incident report from the failure investigation
 - Supporting documentation

RISK CAPSTONE PROJECT OVERVIEW

- You will be expected to demonstrate your understanding of
 - Risk controls and risk strategy
 - Risk culture, appetite and tolerance
 - Performing a risk assessment
 - Systems thinking, risk and IT architecture
 - Interviewing and gathering evidence
 - Evaluating and developing risk policy and governance
 - Risk maturity in an organization

TEAM FORMATION

- You have been divided into three teams
 - The five Dallas students comprise one team
 - The two Pittsburgh teams will be decided in the Dec 1 class
 - The number of people you have in your group will be a factor in the evaluation
 - More people = higher expectations
- Each group will be given the same situation to analyze
 - The scoring rubric will take into consideration any unique or creative insights or analyses your group makes
 - Your group should not collaborate with other groups
 - We will be using the honor system rather than enforcing this directly

PROBLEM STATEMENT

- DevNest is an Internet services company
 - On Black Friday, they experienced a major service outage
 - Senior management has raised concerns about future outages
 - They do not have the internal expertise to do a risk analysis
- Your team has been hired as external risk consultants
 - Your task is to review the postmortem of the outage from a risk perspective and prepare a set of deliverables described later
 - There is no “right” answer for the capstone
 - Your deliverables will be evaluated on the rubric described later

PROBLEM STATEMENT

- Documentation
 - You will be provided with some internal reports, risk registers and other documents
 - Not everything in the documents is useful
 - Just like in real life, you have to winnow through them to find the data you need
 - Not all the data you need is in the documents
 - You will be expected to fill in any missing information with interviews
 - You have been provided with background documents for context
 - This includes a corporate overview and IT architecture description

INTERVIEWS

- On Dec 3, you will have the opportunity to interview four people from DevNest
 - Dmitri Chernikov: The operations center senior manager
 - Bruce McCloud: Chief Technology Officer
 - Desmond Boch: Senior IT analyst who led the team that managed to restore services
 - Harald Mikklesen: Director of Business Development
- The interviews will be done as a class
 - Ensures every group get the same information
 - You will be expected to be prepared for the interviews
 - The instructor will play the role of the interviewees

FINAL DELIVERABLES

- A risk assessment that analyzes
 - The effectiveness or failure of the existing controls during the outage
 - Recommendations for implementing better controls with a rationale for each
 - The existing approach to risk at the operational level and recommendations for improving the risk posture of operations
 - Current risk practices and recommendations for testing, evidence and reporting
- A risk policy report that
 - Identifies issues with the risk culture of the organization, in terms of risk appetite and tolerance, including suggestions for a more robust approach to risk management
 - Identifies the gaps between the perceptions of risk at the business level, business process level and IT risk
 - Recommends a plan for implementing a more mature risk culture

FINAL DELIVERABLES

- Management Presentation
 - This is your presentation to senior management at DevNest
 - You will present formally on Dec 11
 - You will have a practice run through in class on Dec 9

GRADING RUBRIC

- The capstone grade will be Pass/Fail
- Evaluation will be based on
 - How realistic the recommendations are, based on the organizational constraints
 - Identification of issues to be resolved and what additional information is needed
 - The results being data driven and based only on the information gathered
 - The recommendations being consistent with the risk principles covered in class
 - The recommendations in the form of actionable steps that can be realistically implemented
 - Presentation of different options for handling future risk with a cost/benefit qualitative analysis
 - The clarity and understand-ability of the recommendations and presentation
 - Hint: Use diagrams to illustrate your recommendations when feasible
 - Novel or creative approaches that demonstrate the ability to think outside the box