

WBS 2.4

PM Crosstalk “Organizational Process Assets and Risk”

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Assessing and Managing Process Risk

PMGT 613

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Now that you have reviewed the practice standards and the Project Management Body of Knowledge (PMBOK® Guide), let's discuss one particular input to the risk management plan – Organizational Process Assets. For this activity, respond to the following:

Organizational process assets are those plans, processes, policies, procedures, and knowledge bases specific to and used by the performing organization (PMI, 2013). In short, any organization contains within its structure a certain level of knowledge, experience, policies, processes, and plans on how they intend to do business and hopefully succeed. When developing a risk management plan, to support a project, they must call upon this knowledge base, as well as, historic project performance in order to determine what might be considered a risk and how that risk might affect project performance.

Why are organizational process assets valuable to the development of a risk plan?

An organizational process asset is valuable, in risk plan development, in that it brings together all resources, from organizational process and procedures, to organizational knowledge base, to enterprise environmental factors. Creating a risk management plan based solely on one or even two of these factors creates a gap and thus an increase for unplanned risk. Knowledge based assets draw upon the organizations understanding of the work they do and have done. This is invaluable within any organization, but does not factor how an organization initiates, plans, executes, monitors, or controls their projects. This added dimension helps identify and mitigate risk as well and should not be forgotten. Lastly, the third dimension is the ever-changing environment. Organizations are governed by rules, regulations,

policies, and procedures. Each of these elements can help or hinder a project and the potential for its success. It is very important to consider these variables when establishing a risk management plan. Failure to do so may lead to improperly identify a risk and its potential impact. Example: Fukushima Nuclear Disaster.

Describe 2-3 organizational process assets your company has.

Textron Aviation Service has within its organization a team of maintenance personnel, some of which have been employed for over 40 years. This knowledge base and experience are invaluable when it comes to projects and areas which might pose a risk. When discussing potential projects, these senior technicians are brought into the discussion to help identify what, if any, risks might be encountered in an upcoming project.

Textron Aviation Service is an owned subsidiary of Textron Aviation, and is part of a factory service network. As part of the network each shop has, at its disposal, the resources of each other facility. This shared environment makes it possible for any one facility to have the resources of all eleven. Example: Hawker 800XP's are a personal and business jet which tend to have a corrosion issue on their rib 16's. When discovered, each shop has access to the factory tooling to support a repair. With this factor contained, the only issue at hand is to determine whether or not the aircraft has this corrosion and the sooner the better. Sharing organizational assets is a powerful environmental factor used each day.

References

PMI. (2013). *A Guide to the Project Management Body of Knowledge (5th Edition)*. Newtown Square, PA:
Project Management Institute, Inc.