

RBS LEVEL 0	RBS LEVEL 1	RBS LEVEL 2
0. PROJECT RISK	1. TECHNICAL RISK	1.1 Scope definition
		1.2 Requirements definition
		1.3 Estimates, assumptions, & constraints
		1.4 Technical processes
		1.5 Technology
		1.6 Technical interfaces
		1.7 Design
		1.8 Performance
		1.9 Reliability & maintainability
		1.10 Safety
		1.11 Security
		1.12 Test and acceptance
2. MANAGEMENT RISK	2. MANAGEMENT RISK	2.1 Project management
		2.2 Program/portfolio management
		2.3 Operations management
		2.4 Organization
		2.5 Resourcing
		2.6 Communication
3. COMMERCIAL RISK	3. COMMERCIAL RISK	2.7 Information
		2.8 HS&E
		2.9 Quality
		2.10 Reputation
		3.1 Contractual terms & conditions
		3.2 Internal procurement
		3.3 Suppliers and vendors
		3.4 Subcontracts
		3.5 Client/customer stability
		3.6 Partnerships and joint ventures
4. EXTERNAL RISK	4. EXTERNAL RISK	4.1 Legislation
		4.2 Exchange rates
		4.3 Site/facilities
		4.4 Environmental/weather
		4.5 Competition
		4.6 Regulatory
		4.7 Political
		4.8 Country
		4.9 Social/demographic
		4.10 Pressure groups
		4.11 Force majeure

FIGURE B-7: Sample Risk Breakdown Structure

DAY 1
<p>Morning</p> <ol style="list-style-type: none"> 1. Introductions 2. Confirm project objectives 3. Confirm scope of risk process for this workshop 4. Workshop ground rules 5. Risk management briefing (if required) 6. Expectations and Results 7. Identify risks <p><i>Brainstorm risks using the risk breakdown structure</i></p> <p>Afternoon</p> <p><i>Analyze assumptions and constraints to generate further risks</i></p> <p><i>Standard risk checklist to identify any further/final risks</i></p> <ol style="list-style-type: none"> 8. Rationalize risks 9. Describe risks using risk metalanguage 10. Record identified risks (during workshop or after meeting)
DAY 2
<p>Morning</p> <ol style="list-style-type: none"> 11. Explanation of assessment scheme (recap) 12. Assessment of probability and impacts 13. Risk categorization <p>Afternoon</p> <ol style="list-style-type: none"> 14. Nomination of risk owners 15. <i>If time, develop initial responses to priority risks</i> 16. Close the workshop

FIGURE B-8: Sample Agenda for a First Risk Assessment/Two-Day Risk Workshop (Including Identification and Assessment Steps)