

Department of Homeland Security (DHS) Policy and Approach to Risk Management and Analysis

Workshop on Risk Assessment and Safety Decision Making Under Uncertainty

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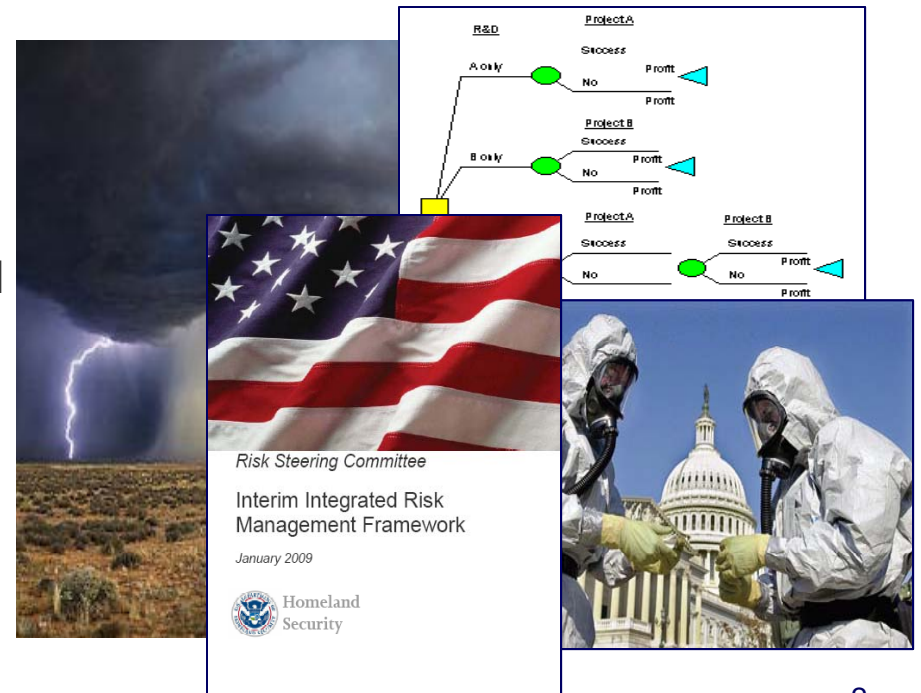
September 22, 2010



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DHS Office of Risk Management & Analysis

- Founded in 2007 as part of the National Protection and Programs Directorate
- Authority derived from DHS Delegation 17001
 - Lead DHS efforts to establish a common framework to address the overall management and analysis of homeland security risk
 - Develop systematic, rigorous risk analysis methodologies and computational capabilities to be used by all DHS Components to assess and quantify risk



Risk Management Requirement

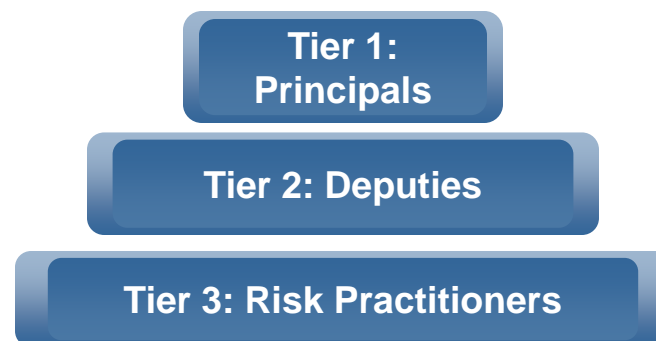
- Address Need for Consistency Across Department-
GAO, “Homeland Security: Applying Risk Management Principles to Guide Federal Investments” (February 7, 2007)
 - “Until (a uniform) methodology is in place, it will be impossible for DHS to make a determination of relative risks that could inform spending decisions.”
 - “(DHS) components apply risk management in ways that are neither consistent nor comparable. The degree to which DHS uses common metrics, criteria, and approaches remains a management challenge.”
 - “As DHS’s individual components begin to mature in their risk management efforts, the need for consistency and coherence becomes even greater. Without it, the prospects increase for efforts to fragment, clash, and work at cross purposes.”



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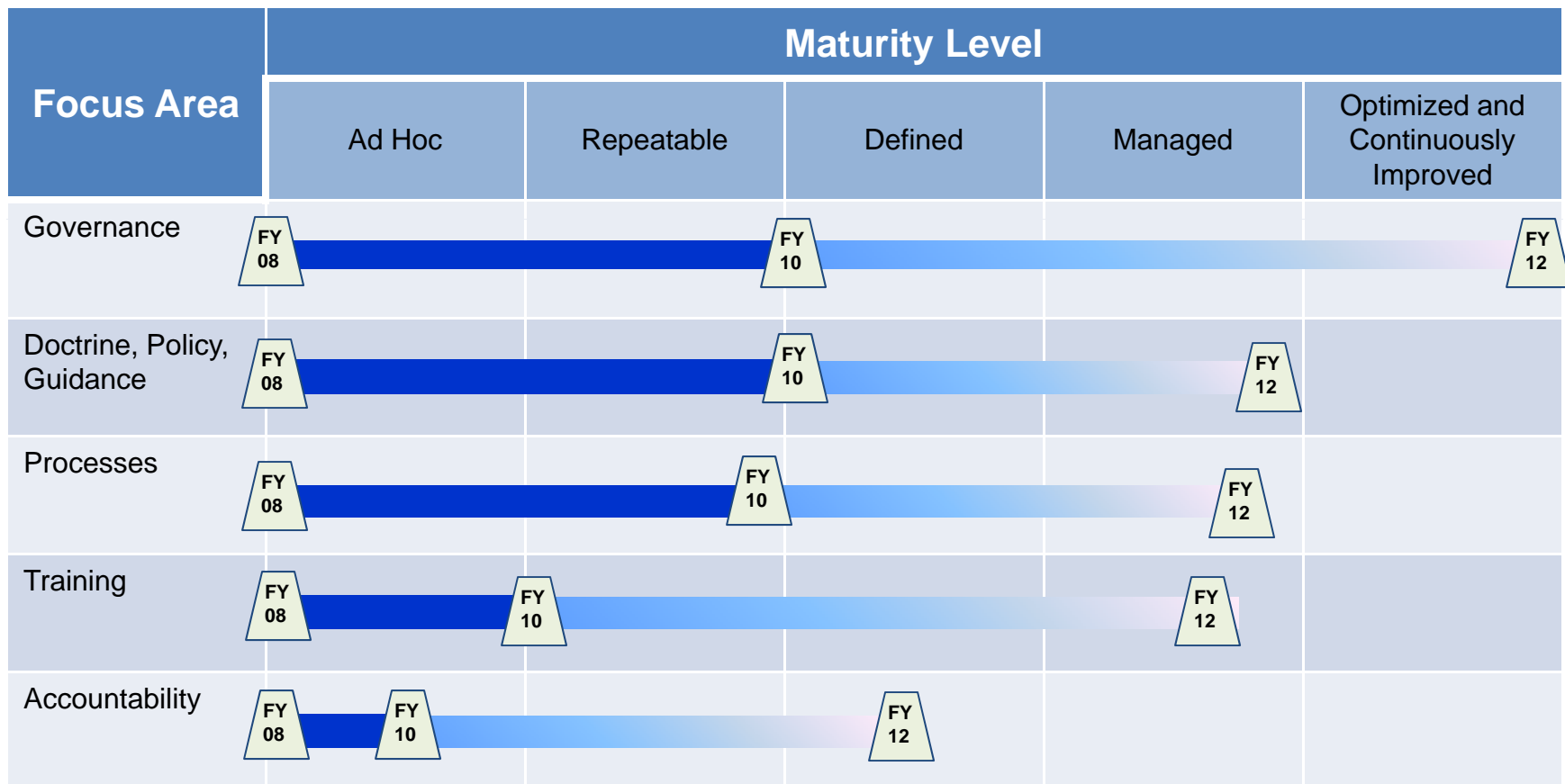
Risk Governance and the DHS Risk Steering Committee (RSC)

- Established in 2007 to serve as a governing body to coordinate DHS risk management initiatives
 - Works to enhance DHS capabilities to employ effective risk management strategies and conduct mission-specific risk analyses
- Meets regularly
 - Tier II quarterly meetings
 - Tier III monthly meetings
 - Includes Featured Risk Practice Series briefings
- Established working groups for specific projects
 - Integrated Risk Management Framework
 - Risk Lexicon
 - RAPID



A Capability Approach to Mature DHS Integrated Risk Management

- RMA and the RSC are committed to improving the state of integrated risk management across the enterprise



DHS Risk Lexicon

Purpose

Establish and make available a comprehensive list of structured words, terms, and meanings relevant to the practice of homeland security risk management and analysis

Deliverables

- First DHS Risk Lexicon published September 2008
- Version 2 published September 2010



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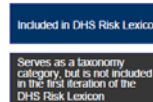
II. TAXONOMY

The following taxonomy is intended to show conceptual relationships between terms in the DHS Risk Lexicon. The taxonomy allows the reader to understand which concepts are broad versus those that are more specific in meaning. The taxonomy is only a display of the relationships among core terms in the DHS Risk Lexicon and is not a guide for practicing risk management.

The taxonomy is divided into three major branches, shown below. The following pages display each branch of the taxonomy in detail.



Key:



Risk Steering Committee

DHS Risk Lexicon

September 2008



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DHS Risk Lexicon

Integrated Risk Management Framework

Purpose

Use integrated risk management to inform strategies, processes, and decisions to enhance security and to work in a unified manner to manage risks to the Nation's homeland security

Deliverables

- Interim Integrated Risk Management Framework published January 2009
- Secretary's IRM Policy Statement signed May 2010
- Directive for Integrated Risk Management (summer 2010)
- Instructions and other implementation documents



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Risk Steering Committee

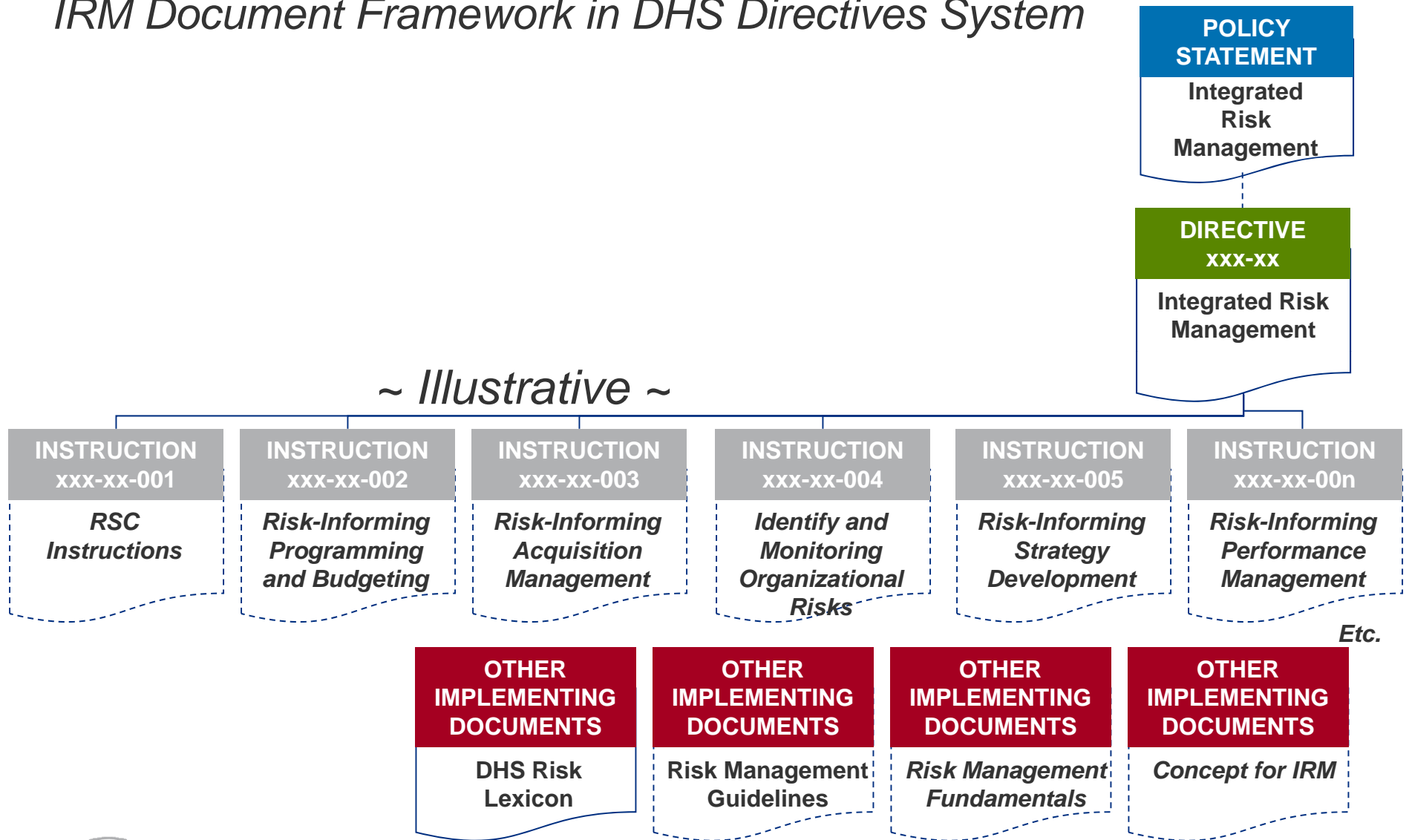
Interim Integrated Risk
Management Framework

January 2009



Integrated Risk Management Framework

IRM Document Framework in DHS Directives System



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Risk Management Guidelines

Purpose

Serve as technically accurate primers for DHS risk analysis practitioners on key homeland security risk management and analysis processes and techniques

Deliverables

- First set of guidelines published on DHS portals
 - Defining the Decision Context
 - Developing Scenarios
 - Designing Risk Assessments
 - Analyzing Consequences
 - Assessing Indirect Consequences in Risk Analysis
 - Developing and Evaluating Alternative Risk Management Strategies
 - Communicating Risk Analysis Results to Decision Makers
- Additional guidelines to be published in 2010



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Promote and Foster Partnerships

Purpose

Foster and promote the adoption of integrated risk management by building and nurturing partnerships across the homeland security enterprise

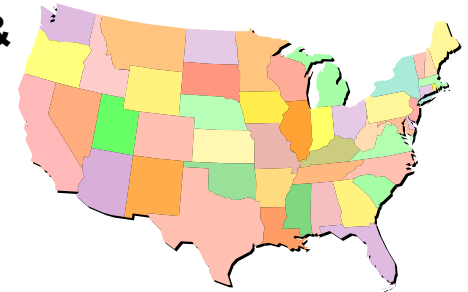
Deliverables

- Technical risk management capability workshops with FEMA Regions IX, VII and II in 2009
- Risk management component of Comprehensive Preparedness Guide (CPG 101) (fall 2010)
- Support to international partners
 - OECD - Future Risk Global Shocks Project
 - International Risk Governance Coordination Council



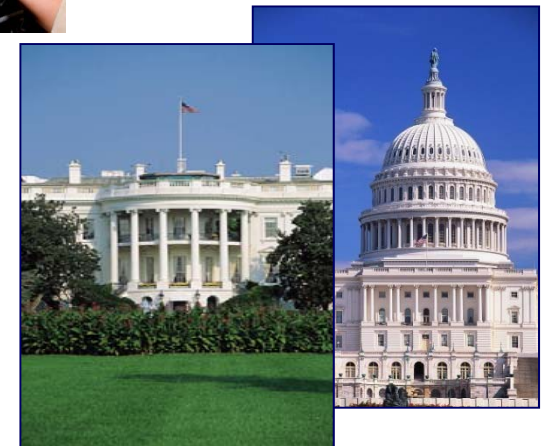
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State, Local, Tribal & Territory Governments



Science & Technical Communities

International



Federal Government

Risk Management Training Programs

Enhance Risk Management
Capabilities

Purpose

Provide risk analysts, program managers, operators and leaders with training on both the techniques and processes of risk management so that they may appropriately apply risk considerations to their decision making

Deliverables

- Developed publicly available risk management training with FEMA in 2009 – www.learnaboutrisk.com
- Developing a Risk Management training program for DHS with the Curriculum Review Group (fall 2010)



<http://learnaboutrisk.com/>



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Advancing the safety, security and resilience of the
Nation by leading an integrated national homeland
security risk management effort



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