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**NATIONAL RECONNAISSANCE OFFICE
SYSTEMS ENGINEERING**



**CORPORATE BUSINESS PROCESS INSTRUCTION
CBPI 130-4**

RISK AND OPPORTUNITY MANAGEMENT

15 SEPTEMBER 2010

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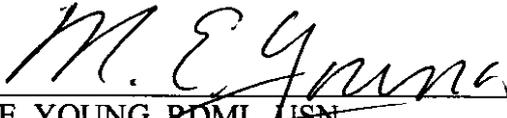
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APPROVING SIGNATURE

As the Systems Engineering Corporate Business Process Owner, I confirm that this document provides a complete representation of the Risk and Opportunity Management sub-process, and that this Instruction has been coordinated with NRO components and process stakeholders.



M. E. YOUNG, RDML, USN
Systems Engineering Corporate Business Process Owner

SECTION I INTRODUCTION [S001]

In accordance with the National Reconnaissance Office (NRO) Systems Engineering (SE) Corporate Business Process (CBP) dated 9 September 2010, this Instruction sets forth the procedural guidance and provides applicable information to perform the Risk and Opportunity Management (ROM) sub-process.¹ This Instruction applies to all NRO personnel² who perform tasks or have duties specific to ROM.

The purpose of the NRO ROM sub-process is to establish a NRO systems engineering discipline for identifying, verifying, validating, and tracking a Risk and Opportunity (R/O). The ROM sub-process supports the other SE sub-processes by providing the mechanisms for handling identified risks or opportunities, thus providing NRO managers with the information needed to minimize or eliminate potential negative impacts (risks) or to take advantage of opportunities that may benefit the NRO. For further details with regards to the interactions between the process stake holders and the process defined in this CBPI please see the Context Diagrams in **Appendix G**.

¹ A subordinate process that supports a corporate business process

² Includes government, military, and contractor personnel

SECTION II SYSTEMS ENGINEERING RISK AND OPPORTUNITY SUB-PROCESS DOCUMENTATION [S001]

The following sections address and detail the NRO Risk and Opportunity Management (ROM) sub-process of the Systems Engineering Corporate Business Process (CBP) 130.

1.0 GOVERNING CORPORATE BUSINESS PROCESS (CBP) [S001]

The NRO Systems Engineering Corporate Business Process, CBP-130, governs this sub-process. This Corporate Business Process Instruction (CBPI) defines the roles and responsibilities of participants in the NRO ROM but leaves each of the NRO Directorates and Offices (Ds&Os) to develop and document their own internal processes for executing their assigned responsibilities in this CBPI. ROM processes conducted by the Ds&Os must be compatible with the guidance in this CBPI.

2.0 DESCRIPTION [S001]

All NRO Ds&Os are responsible for managing risks and opportunities within their respective organizations in accordance with the guidance of this NRO ROM sub-process. The ROM sub-process identifies, assesses, and handles NRO Enterprise Risks and Opportunities. NRO Enterprise Risks are events or conditions that might occur in the future and, if so, that would result in a negative impact to cost, schedule, and/or mission performance as defined in **Table 4.1**. NRO Opportunities are options for the investment of resources that, if applied, will significantly enhance NRO mission efficiency, success, and/or mission capability. Managing issues is not within the scope of the ROM sub-process; therefore, issues are managed by the Ds&Os through Program Status Reviews (PSRs).

3.0 SUB PROCESS FUNCTIONS [S001]

There are five ROM sub-process functions as shown in **Figure 3-1**. Detailed process flow diagrams and narratives are addressed later in **Section 9**.



Figure 3-1. First Level Functional Architecture [S001]

Identify Context and Risk/Opportunity Statement: This function utilizes a disciplined approach for determining and documenting NRO Enterprise Risks and Opportunities, including the characteristics of the likely outcomes, and the basis for why the risk/opportunity (R/O) is considered an NRO Enterprise Risk or Opportunity.

Analyze Impacts and Determine Handling Option: This function is the methodology used to characterize the R/O and to determine the proper R/O disposition.

Coordinate and Track Handling Plan: This process ensures all Risk Leads manage the validated R/O collaboratively and on a routine basis and status the R/O until closure. The Systems Engineering Directorate/Office of Enterprise Processes (SED/OEP) works with the R/O originators and Risk Leads to track all information (e.g., risk statements, impact analysis, handling plans, associated briefings, recommendations, status changes, Risk Lead changes, contingency plans, etc.) regarding each R/O.

Close Risk/Opportunity: The recommendation to close an R/O occurs once the tasks for the R/O handling plan are complete and the closure criteria is met, or the risk has been mitigated or the opportunity has been exploited to an acceptable level.

Administer Risk/Opportunity Process: This function encompasses the administrative and logistical support necessary to facilitate the NRO ROM sub-process. This administrative support includes process improvements, R/O database management, metrics collection, and the recording of meeting minutes, actions, and attendance.

4.0 CRITERIA [S001]

There are four iterative principles inherent in all Systems Engineering (SE) processes: Identify, Verify, Validate, and Track. Incorporating these principles into process functions ensures that all R/O-related elements are properly identified and recorded; that the information gathered is verified as being complete (that all the data needed for the task is provided); that it is validated as being accurate and applicable to the decisions at hand; and that the information and actions are tracked and statused as needed to support users and decision makers.

The following sections summarize the criteria used to support these principles. Later in this CBPI, the applicable process flows address these principles and criteria in more detail. The lists of criteria are not exhaustive and others are to be added as identified.

4.1. Identify [S001]

Is the R/O properly identified and recorded? Any NRO personnel may identify an R/O and the draft R/O statement should include the following information:

- R/O statement in an “if”, “then” format
- Context, source (e.g. NRO Enterprise Plan (NEP), and background outlining the why’s, when’s and what’s
- Proposed closure criteria
- Possible R/O stakeholders and impacted programs
- Appropriate management for R/O

The appropriate level of management for an R/O is identified using the criteria outlined in [Table 4-1](#). If the R/O meets one or more of the criteria listed, the R/O is managed by the NRO Risk and Opportunity Management Board (NROMB).

Table 4-1. NRO Risk & Opportunity Elevation Criteria [S001]

Elevation Criteria
Impact to two (2) or More Systems OR, (Refer to Mission Capability brief (DRAFT-(TBD-001))
Impact to two (2) or More Functions OR, (Refer to Mission Capability brief (DRAFT-(TBD-001))
Impact to one or more Performance Parameters (e.g., Key Performance Parameters (KPPs), Key Technical Performance Measures (KTPMs) and/or Critical Key Performance Parameters (CKPPs) OR,
Impact to Mission Partners and/or Externals OR, (Causes a change to a Mission Partner/external baseline, system, segment, etc.)
Impact to Level 0 or Level 1 Milestone on NRO Integrated Master Schedule (NIMS) OR, (Refer to CBPI 130-3 Schedule Management - Draft)
NRO Director's discretion for senior management visibility, for example, additional funding required for R/O handling plan execution (Reallocation of Budget, Over-Guidance); Probability of >75% with med/high impacts, expected date of occurrence is <12 months, etc.

The R/O templates provide more detailed guidance to complete the identification of a NRO Enterprise R/O. [Figure E-1](#) and [Figure E-2](#) characterize and summarize the key aspects of the R/O.

4.2. **Verify [S001]**

Is the collected information on the R/O complete and all required data provided?
Verification of the R/O is the continuous control step to ensure that the R/O is comprehensively characterized and summarized through the different stages of the R/O process (outlined below). The NRO Risk and Opportunity Working Group (NRO ROWG) ensures that the required information is complete.

The NRO ROWG verifies the information captured for each R/O based on its stage in the ROM process:

- R/O Initialization and Risk Statement captured (see R/O Quad Chart Template, [Figure E-1](#)).
- Initial impact characterization completed (see Impact Assessment Criteria [Table F-1](#)).
- Recommendation of a handling option (see [Table D-1](#) and [Table D-2](#)).
- Mitigation (or Investment) Plan formulated.
- Closure criteria proposed.
- Risk Leads and Stakeholders are identified.

Based on the characteristics and information on the R/O, the NRO ROWG recommends an SED Enterprise Systems Engineer (ESE) Risk Lead and stakeholders to the NROMB.

4.3. Validate [S001]

Is the collected information accurate and applicable for R/O analysis and dispositioning (and if not, how can it be changed)? The R/O is validated at the NROMB. Validation is defined as the NROMB's assessment and concurrence that the verified draft R/O is justifiable and aligns with NRO strategic missions. Additionally the R/O is assessed for potential impacts to Mission Partners and/or externals. Validation is a continuous activity that is repeated for each step of the execution of the R/O handling plan. The NROMB validates the R/O, and what resources to apply, based on the scope of impact of one or more of the following criteria:

- The severity of impact to key performance parameters
- The specific Level 0 and/or Level 1 Schedule Milestone affected
- The negative (or positive) impact to the functions identified
- Number of programs impacted and the inability to achieve baseline closure
- Impacts to a Mission Partner's system/segment
- Handling plan is funded and achievable
- Buy down plan is measurable and achievable

4.4. Track [S001]

Are the information and actions being tracked and statused as needed and in a timely manner to support users and decision makers? The SED OEP tracks all NRO Enterprise Rs/Os. The NRO Enterprise Rs/Os are captured in a single repository and the Risk Leads, with support from SED/OEP, are responsible for tracking and statusing their R/O from the R/O identification through the closure of the R/O. The link to the NROMB is:

[http://se/NRORiskOpMgmtBoard\(NROMB\)/default.aspx](http://se/NRORiskOpMgmtBoard(NROMB)/default.aspx).

SED/OEP is responsible for periodically capturing and reporting R/O metrics and lessons learned to Systems Engineering Technical Review (SETR) and SE PSR upon request. Metrics are used to evaluate process improvement and quality of process products. Below is a sample of the types of metrics captured:

- Number risks successfully mitigated vs. number that became issues
- Number of risks with mitigation plans funded vs. number unfunded
- Number of times mitigation tasks are successfully executed without schedule delays vs. those with delays.

The NRO ROM sub-process, in conjunction with the Program Offices, evaluates risk data pending the disposition of Rs/Os to generate lessons learned. Periodically lessons learned are briefed to management forums, such as the Corporate Information Process (CIP), to ensure success of future program efforts.

5.0 FORUMS [S001]

The NRO ROWG is the working group which verifies that all the information needed to process an R/O is provided in preparation for the NROMB. The NRO ROWG is led by an SE Technical Lead as agreed to by the Offices of Chief Engineer (OCE) and Offices of Chief

Architect (OCA). The NRO ROWG reviews the R/O to ensure that the inputs are consistent with the established templates and criteria. The NRO ROWG meets monthly. SED/OEP facilitates the meeting and it is attended by the Risk Leads and support staff, depending upon the risks and opportunities being presented.

The NROMB is the forum used to validate and disposition NRO Enterprise Risks and Opportunities in support of the management decision process. If the R/O meets the criteria in [Table 4-1](#), it is considered a NRO Enterprise R/O. The NROMB is chaired by the Director, Systems Engineering Directorate (D/SED) and attended by board members or designees (see [Table 6-1](#)), Risk Leads, and support staff. The NROMB meets monthly and is facilitated by SED/OEP.

If an NRO risk involves the National Geospatial-Intelligence Agency (NGA), it is handled through a separate joint risk process and the Joint Risk Working Group (JRWG). The joint risks are addressed via the JRWG and not defined in this SE CBPI. (NOTE: Reference JRWG Charter-JRWG website located on NROMB homepage.) Currently there are no other defined Joint Risk Processes with other external organizations outside of NGA.

6.0 ROLES AND RESPONSIBILITIES [S001]

[Table 6-1](#) lists the roles and responsibilities for the ROM Sub-Process.

Table 6-1. Roles and Responsibilities for the ROM Sub-Process [S001]

Role	Responsibilities	Participants
Risk / Opportunity Originator	Identify, draft, and submit R/O to the NRO ROWG; may or may not be the assigned Risk Lead.	NRO Ds&Os, Mission Partners
Subject Matter Expert (SME) Risk/Opportunity Lead	Serve as their organization's assigned GPOC Risk Lead for identifying, analyzing impacts, coordinating and executing, tracking and reporting R/O handling plans through closure.	NRO Ds&Os, Mission Partners
SED Risk / Opportunity Lead	Serve as SED assigned GPOC Risk Lead for identifying, analyzing impacts, coordinating and executing, tracking and reporting R/O handling plans through closure..	SED/Office of Chief Engineer (OCE), Office of Chief Architect (OCA), OEP, Mission Success Executive (MSE)
Stakeholder Organization	Determine impacts of the R/O to the organization	NRO Ds&Os, Mission Partners
NROMB Chair	Serve as final decision authority on the validation of the identification, analysis, handling plan, prioritization, and closure of the R/O	D/SE or designee
NROMB Board Member	Represent their Directorate or Office; provide input to NROMB Chair to support the validation of R/O identification, analysis, handling plan, prioritization, and closure	NRO Ds&Os (Deputy Director or designee), SED Chief Scientist, Mission Success Executive
NRO ROM Sub-Process Owner	Retains management and change authority for the NRO ROM sub-process	D/SE
NRO ROM Sub-	Develop the NRO ROM sub-process; manage NRO	SED/OEP

Process Administrator	ROWG, NROMB; provide training and education of the NRO ROM sub-process. Risk and opportunity database selection, maintenance and training	
NRO ROWG SE Technical Lead	Lead the NRO ROWG	SED/OCA, OCE
NRO ROWG Member	Provide accurate verification of R/O data to support validation at the NROMB	Risk Leads and support staff

7.0 POINT(S) OF CONTACT [S001]

The D/SED is the point of contact for this Instruction. Refer to the NRO Systems Engineering Governance Plan for further guidance and information regarding process responsibilities.

8.0 SUPPORT SYSTEMS [S001]

Information Technology (IT) systems used to accomplish the ROM sub-process includes the standard suite of NRO Management Information System (NMIS) desktop applications and the NRO R/O database. The R/O database link is located on the NROMB website at:

[http://se/NRORiskOpMgmtBoard\(NROMB\)/default.aspx](http://se/NRORiskOpMgmtBoard(NROMB)/default.aspx)

9.0 PROCESS FLOW DIAGRAMS AND NARRATIVE [S001]

The process diagrams below depict how an R/O flows through the process. Verification and validation of the R/O statements, impact analysis, handling plans and closure can occur as separate activities or as combined activities depending on the maturity of the R/O. These process diagrams depict the flow of an R/O as separate activities.

9.1. Identify Context and Risk and/or Opportunity Statement [S001]

Figure 9-1 shows the process for identifying and providing a context statement for a new risk or opportunity.

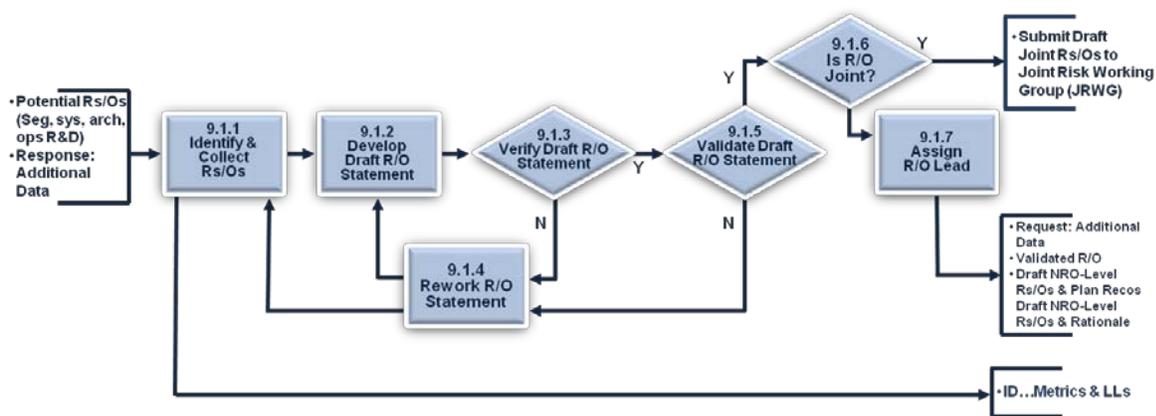


Figure 9-1. Identify Context and R/O Statement Diagram [S001]

9.1.1. **Identify and Collect Risk and/or Opportunity [S001]**

All personnel in the NRO are empowered to identify an R/O and collect context data from Subject Matter Experts (SMEs) to describe the what, when, how, and why of the R/O and submit to the NRO ROWG for verification and for subsequent validation at the NROMB. The person submitting the risk is called the R/O Originator.

9.1.2. **Develop Draft Risk and/or Opportunity Statement [S001]**

The R/O Originator creates a draft R/O statement. An R/O statement is comprised of an ‘If-Then’ statement: If this happens... (the description), then the impacts are... (the consequence). The R/O statement includes the closure criteria and any context information explaining the source and background. The R/O Originator submits the draft R/O statement to SED/OEP for presentation at the NRO ROWG. NRO ROWG verifies that the risk description, consequence, and closure criterion meet the R/O template criteria (refer to [Figure E-1](#)) and determines if additional coordination with other impacted stakeholders is needed. If not already done by the R/O Originator, SED/OEP enters the draft R/O into the R/O database, which assigns an R/O identifier. Risk Originators coordinate the draft R/O statement with possible impacted Ds&Os to provide concurrence on how the R/O is written.

9.1.3. **Verify Draft R/O Statement [S001]**

The NRO ROWG verifies the draft R/O statement. If the draft R/O statement meets the verification criterion ([Section 4.2](#)), the R/O is forwarded to the NROMB for validation. If the draft R/O statement does not meet the verification criterion ([Section 4.2](#)), the draft R/O is returned to the Risk Originator for rework and added to the following NRO ROWG agenda.

9.1.4. **Rework Risk and/or Opportunity Statement [S001]**

If the draft R/O statement does not meet the verification criterion ([Section 4.2](#)), the draft R/O is returned to the Risk Originator for rework and added to the agenda for the next NRO ROWG.

9.1.5. **Validate Draft Risk and/or Opportunity Statement [S001]**

Once a draft R/O is verified, it is presented to the NROMB for validation. Validation is the formal acceptance that resources will be assigned to work the R/O to closure. After validation, the R/O is no longer “draft”.

9.1.6. **Is Risk and/or Opportunity Joint [S001]**

If the NRO ROWG determines that the R/O has NGA impacts, the R/O is forwarded to the JRWG for processing through a separate joint risk process.

9.1.7. **Assign Risk and/or Opportunity Lead [S001]**

Pending validation, a SED Risk Lead is assigned to manage and coordinate the R/O. Additionally, Ds&Os assign a Risk Lead for an R/O impacting their organization. The Risk Leads work with other stakeholders and SMEs to generate, coordinate, and gain concurrence for all handling decisions.

9.2. Analyze Impacts and Determine Handling Option [S001]

Figure 9-2 shows the process for validating an R/O.

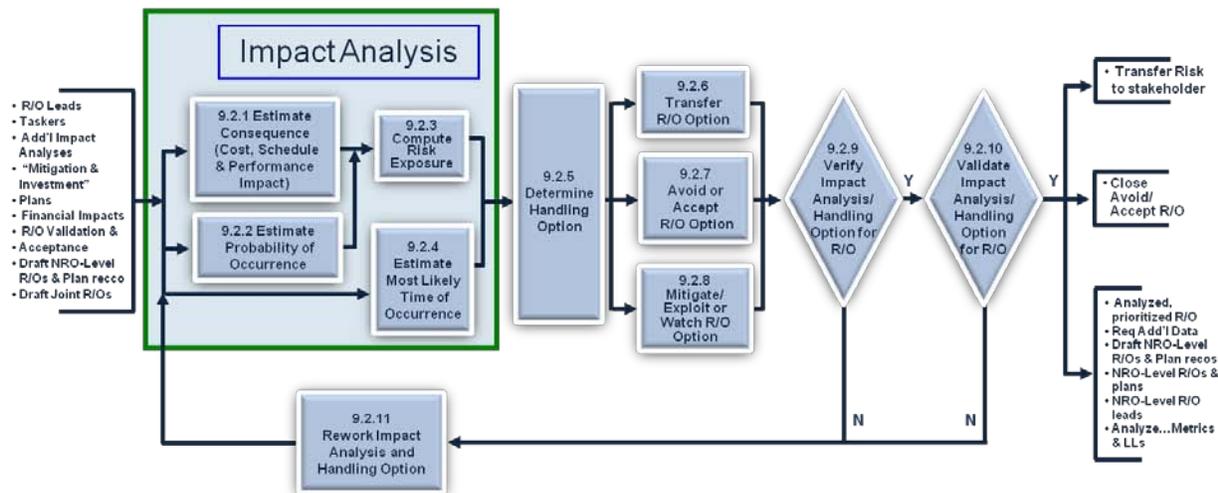


Figure 9-2. Analyze Impacts and Determine Handling Options [S001]

9.2.1. Estimate Consequence (Cost, Schedule, and Performance Impact) [S001]

The Risk Lead(s) estimates the impacts if the risk is realized (consequence) or opportunity is missed (benefits/savings) in terms of Cost (Lc), Schedule (Ls), and Performance (Lp) using the assessment criteria in [Table F-1](#).

9.2.2. Estimate Probability of Occurrence [S001]

The Risk Lead(s) determines the probability of occurrence (1-99%) based on the R/O description.

9.2.3. Compute Risk Exposure [S001]

The Risk Lead(s) computes the Risk Exposure by 1) adding the Cost, Schedule, and Performance values assigned to achieve a Total Impact (value of 1-15) and 2) multiplying the total impact by the probability of occurrence to achieve an R/O Exposure.

9.2.4. Estimate Most Likely Time of Occurrence [S001]

The Risk Lead(s) determines the most likely date (and associated event) when the risk could be realized or the opportunity could be missed. R/O Priority ([Table F-2](#)) is calculated by determining the value that corresponds with the most likely time of occurrence date multiplied by R/O Exposure.

9.2.5. Determine Handling Option [S001]

The Risk Lead(s) recommends the handling option as outlined in [Table D-1](#) and [Table D-2](#). NROMB validates the recommended handling option. If the recommended handling option is not validated or requires additional information, the R/O is returned to the Risk Leads for further analysis.

9.2.6. **Transfer Risk and/or Opportunity Option [S001]**

If the NROMB decides and validates that the handling option is “Transfer”, the new responsible stakeholder for the R/O is recorded and the R/O status is updated as “Transferred” in the R/O database,

9.2.7. **Avoid or Accept Risk and/or Opportunity Option [S001]**

If the NROMB decides and validates that the handling option is to be “Avoid”, the action taken to avoid the R/O is recorded in the R/O database, and once implemented, then the status is “Closed”. If the NROMB decides and validates that the handling option is to be “Accept”, the R/O is closed and recorded in the R/O database as “Accepted”.

9.2.8. **Mitigate/Exploit or Watch Risk and/or Opportunity Option [S001]**

If the NROMB validates that the handling option is to be “Mitigate/Exploit” or “Watch”, the Risk Lead(s), if required, reassesses impacts and updates the R/O.

If the handling option is “Mitigate” or “Exploit”, all Risk Leads assigned to the R/O are collectively responsible for creating the R/O Mitigation Plan (if a risk) or Investment Plan (if an opportunity). Risk Leads determine if the resources are available to complete the R/O Plans. If resources are insufficient, the Risk Lead(s) coordinates the creation of an Unfunded Requirement (UFR) to be part of the R/O handling plan. (Refer to UFR Process – (TBD-002)).

If the handling option is “Watch”, the Risk Leads create a handling plan, with trigger events and monitor until the trigger events have occurred. At this point, the R/O is reassessed to determine if it is still a valid, or deemed to no longer be an R/O.

9.2.9. **Verify Impact Analysis and Handling Option for Risk and/or Opportunity [S001]**

The NRO ROWG verifies the impact analysis and handling option.

9.2.10. **Validate Impact Analysis and Handling Option for Risk and/or Opportunity [S001]**

The NROMB validates the R/O impact analysis and the handling option.

9.2.11. **Rework Impact Analysis and Handling Option [S001]**

If the impact analysis and handling option for the R/O does not meet the verification criterion ([Section 4.2](#)) for the NRO ROWG or the validation criterion for the NROMB ([Section 4.3](#)), the R/O is returned to the Risk Leads for rework.

9.3. Coordinate and Track Handling Plan [S001]

Figure 9-3 shows the process for coordinating and tracking a draft R/O.

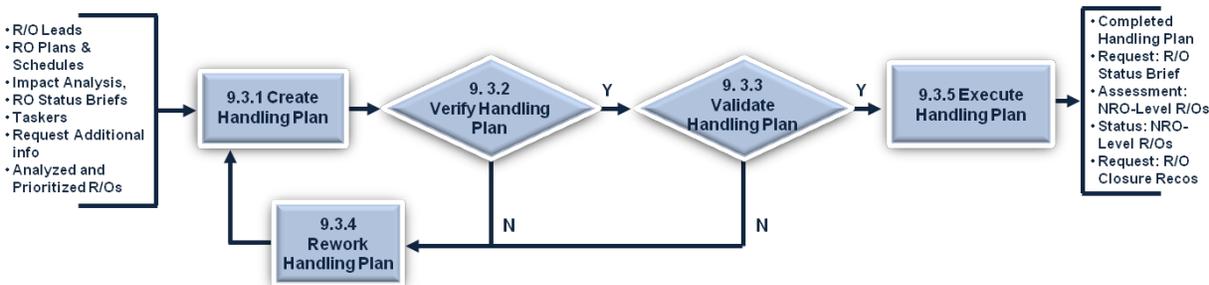


Figure 9-3. Coordinate and Track Handling Plan [S001]

9.3.1. Create Handling Plan [S001]

The Risk Lead(s) develops the R/O handling plan as directed by the validated handling option. Risk Leads develop handling plans with actionable tasks that include the responsible organizations and completion dates to close the R/O.

9.3.2. Verify Handling Plan [S001]

The NRO ROWG verifies the handling plan.

9.3.3. Validate Handling Plan [S001]

The NROMB validates the handling plan. Risk Leads develop handling plans with actionable tasks that include the responsible organizations and completion dates to close the R/O. The Risk Lead(s), with NROMB validation, generates a UFR as required.

The Risk Lead(s) executes the tasks in the handling plan and status to the NROMB and other senior management boards, as appropriate.

9.3.4. Rework Handling Plan [S001]

If the handling plan for the R/O does not meet the verification criterion ([Section 4.2](#)) for the NRO ROWG or the validation criterion for the NROMB ([Section 4.3](#)), the R/O handling plan is returned to the Risk Lead(s) for rework.

9.3.5. Execute Handling Plan [S001]

The Risk Lead(s) is responsible for working the tasks in the handling plan to closure. Status of how the handling plan is progressing is statused at the NROMB as required. If tasks are not completed by their original completion dates, the Risk Lead(s) brief the cause and actions to ensure timely closure of the R/O.

9.4. Close Risk or Opportunity [S001]

Figure 9-4 shows the process for Risk and Opportunity Closure.

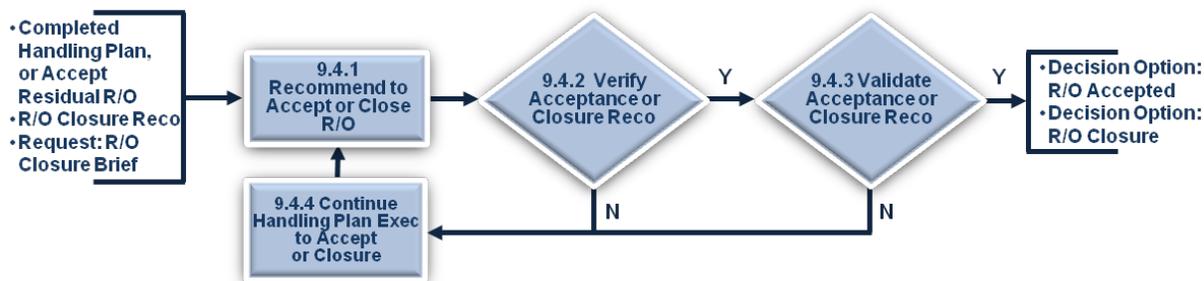


Figure 9-4. Risk and Opportunity Closure Diagram [S001]

9.4.1. Recommend to Accept or Close Risk and/or Opportunity [S001]

The Risk Lead(s) verifies all tasks have been completed, the closure criteria has been met, and recommends closure of the R/O.

9.4.2. Verify Acceptance or Closure Recommendation [S001]

The R/O closure recommendation is verified by the NRO ROWG.

9.4.3. Validate Acceptance or Closure Recommendation [S001]

The R/O closure recommendation is validated by the NROMB. Upon closure validation, the R/O is closed in the NRO Risk database.

9.4.4. Continue Handling Plan Execution to Acceptance or Closure [S001]

If the NROMB does not validate closure of the R/O, the Risk Lead(s) will continue to execute the handling plan to meet closure criteria and re-submit recommendations for closure.

9.5. Administer NRO-Level Risk and Opportunity Process [S001]

The Administer NRO-Level Risk and Opportunity process encompasses all of the administrative and logistical functions needed to facilitate the ROM processes. [Figure 9-11](#) depicts the process flow. The following sections describe the activities of the flow.

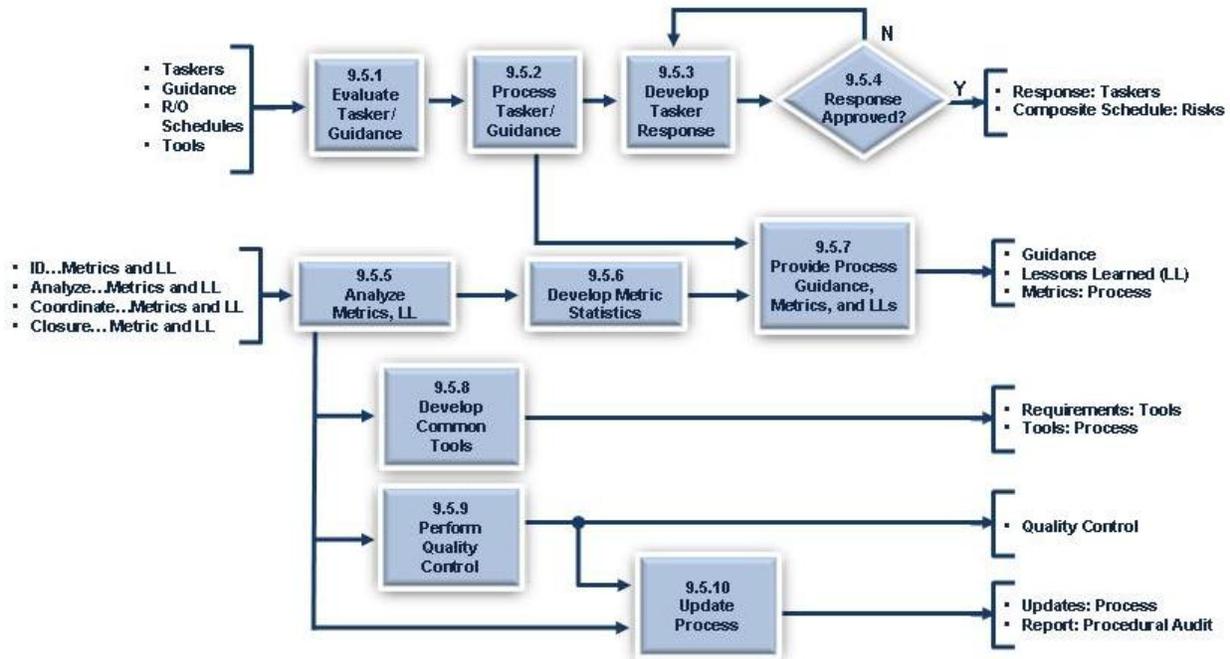


Figure 9-5. Administer NRO-Level R/O Process Functional Flow Block Diagram [S001]

9.5.1. Evaluate Tasker/Guidance [S001]

SED/OEP evaluates R/O-related taskers (e.g., Directives, Tracking Information and Enterprise Response System (TIER) Actions, etc.) or guidance related to the NRO-Level ROM sub-process (as sub-process secretariat) and determines how they affect sub-process administration or execution.

9.5.2. Process Tasker/Guidance [S001]

SED/OEP begins to process the tasker or guidance and:

- determines correct method to process,
- identifies responsible POCs to provide a comprehensive and concise response and
- determines the most appropriate response method.

9.5.3. Develop Tasker Response [S001]

SED/OEP will work with affected sub-process stakeholders to develop responses to the taskers. These responses are vetted internally by the SED/OEP working cadre before being submitted to the SED/OEP leadership for approval.

9.5.4. **Response Approved? [S001]**

Upon review of the proposed response, the Director or Deputy Director of SED/OEP will:

- approve the response(s) or
- direct that the response(s) be modified and resubmitted.

9.5.5. **Analyze Metrics and Lessons Learned [S001]**

SED/OEP analyzes metrics and lessons learned in order to improve the sub-process. These metrics are collected by SED/OEP as part of its NROMB secretariat function.

9.5.6. **Develop Metric Statistics [S001]**

Based on the collected metrics analyses, SED/OEP develops, and maintains metric statistical analyses associated with executing the ROM sub-process.

9.5.7. **Provide Process Guidance, Metrics, and Lessons Learned [S001]**

SED/OEP provides statistical information and other data needed to manage and improve the ROM sub-process to SED management upon request. Based on the information and the analysis, SED management shall provide guidance to OEP for process improvements. Changes to the sub-process are made via the Request For Change (RFC) process. Statistical data (e.g., lessons learned or Metrics) are provided upon request.

Sample Metrics

Sample metrics used to evaluate the process effectiveness, improvements, and quality of process products include:

- Number risks successfully mitigated vs. number that became issues.
- Number of risks with mitigation plans funded vs. number unfunded.
- Number of times mitigation tasks are successfully executed without schedule delays vs. those with delays.

9.5.8. **Develop Common Tools [S001]**

SED/OEP uses the information collected to determine requirements for tools that can be used to make the ROM sub-process run more efficiently. These requirements are forwarded to SED/OEP/Professional Development & Training (PD&T) for further development.

9.5.9. **Perform Quality Control [S001]**

SED/OEP performs quality control checks and modifies the ROM sub-process to maintain a high level of quality.

9.5.10. **Update Process [S001]**

SED/OEP will manage the ROM sub-process and update the ROM CBPI sub-process as needed periodically, based on approved changes to the sub-process.

10.0 RISK AND INTERNAL CONTROL TABLE [S001]

Table 10-1 lists risks and control mechanisms associated with the NRO R/O Process.

Table 10-1. Risk & Internal Control Table [S001]

Risks to Process Execution	Internal Control
If...participants are new to the NRO or their position and need to understand the risk sub-process or their responsibilities	Then...they can participate in SED/OEP on-going training and mentoring of the R/O sub-process.
If...stakeholders do not participate routinely at the NROMB	Then...information for the R/O may not be accurate or complete to support management decisions and to support prioritization of funding decisions.
If...Risk/Opportunity identification and elevation is not conducted timely for all organizational levels to the NROMB	Then...Rs/Os may not be handled to minimize risks or maximize benefits.
If...sub-process does not address the R/O needs of some organizations	Then...all organizations need to be represented at the NRO ROWG and provide input to improving the ROM sub-process.

SECTION III **CONFIGURATION CONTROL [S001]**

All changes to this Systems Engineering Risk and Opportunity Management (ROM) Corporate Business Process Instruction require NRO CCB approval.

APPENDIX A. PROCESS FLOW DIAGRAM LEGEND [S001]



Figure A-1. Process Flow Diagram Legend [S001]

- **Process:** The 'Process' is an activity that converts inputs into outputs within the functions of the ROM sub-process.
- **Decision:** The 'Decision' is an activity that determines a course of action based on information provided to this function.

APPENDIX B. ACRONYMS & GLOSSARY [S001]

Table B-1. List of Acronyms [S001]

Acronym	Description
BAAR	Baseline Agreement and Acquisition Report
CBP	Corporate Business Process
CBPI	Corporate Business Process Instruction
CCB	Configuration Control Board
CDP	Corporate Decision Process
CKPP	Critical Key Performance Parameter
DDNRO	Deputy Director NRO
D/NRO	Director of NRO
D/SE	Director of Systems Engineering
Ds&Os	Directorates and Offices
ESE	Enterprise Systems Engineer
EVM	Earned Value Management
GPOC	Government Point of contact
IT	Information Technology
JRWG	Joint Risk Working Group
KPP	Key Performance Parameter
KTPM	Key Technical Performance Measure
LL	Lessons Learned
LOE	Level Of Effort
ME	Mission Engineer
MSE	Mission Success Executive
NEP	NRO Enterprise Plan
NGA	National Geospatial-Intelligence Agency
NMIS	NRO Management Information System
NIMS	NRO Integrated Master Schedule
NRO	National Reconnaissance Office
NROMB	NRO Risk and Opportunity Management Board
NSA	National Security Agency
OCA	Office of Chief Architect
OCE	Office of Chief Engineer
OCE/MED	Mission Engineering Division of OCE
OCIO	Office of Chief Information Officer
OEP	Office Of Enterprise Processes
OS&CI	Office of Security and Counterintelligence
OO	Opportunity Owner
PDDNRO	Principle Deputy Director NRO

Acronym	Description
PD&T	Professional Development and Training
PE	Product Engineer
POC	Point of Contact
PSR	Program Status Review
RFC	Request for Change
R&D	Research and Development
R/O	Risk and/or Opportunity
ROM	Risk and Opportunity Management
ROWG	Risk and Opportunity Working Group
SE	Systems Engineering
SED	Systems Engineering Directorate
SETR	Systems Engineering Technical Review
SME	Subject Matter Expert
TIER	Tracking Information and Enterprise Response System
UFR	Unfunded Requirement

Table B-2. Glossary [S001]

Term	Definition
Closure Criteria	A set of standards for which a ROM sub-process judgement is based.
Consequence	Something produced by a cause and qualitatively and/or quantitatively expressed.
Draft Risk or Opportunity	A risk or opportunity that has not been validated by the NROMB.
Elevation Criteria	The condition(s) of a R/O to be elevated and managed as a NRO Enterprise Risk or Opportunity.
Exposure	A calculated value and a color indicator used by risk management forums to understand the relative importance of the risks.
Functions	The actions that support the execution of the ROM sub-process.
Issue	A risk which has been realized or that has a 100% probability of occurrence.
JRWG	A joint risk working group between NGA and NRO. At this time the JRWG does not include NSA or any other external partners.
Level 0 Milestone	See SE CBPI 130-3 Schedule Management
Level 1 Milestone	See SE CBPI 130-3 Schedule Management
Level 2 Milestone	See SE CBPI 130-3 Schedule Management
Level 3 Milestone	See SE CBPI 130-3 Schedule Management
Milestone Levels	See SE CBPI 130-3 Schedule Management
Mission Partner	(Examples) National Geospatial-Intelligence Agency (NGA) or National Security Agency (NSA)
Opportunity	The investment of resources, which if applied, results in maximizing efficiencies and improves the likelihood of success of NRO missions and/or capabilities.
Probability of Occurrence	The likelihood of the risk or opportunity being realized.

Term	Definition
Programmatic	Relating to the success of a program.
Reporting Criteria	Is the criteria that a risk or opportunity must meet to be reported at the NROMB for senior management visibility and consideration managed as a NRO Enterprise Risk or Opportunity.
Risk	An event or condition which might occur in the future and which would result in a negative impact to the cost, schedule and/or performance.
Risk / Opportunity Analysis	Process of examining each identified risk/opportunity area to refine the description of the risk/opportunity, to isolate the cause, and to determine the effects. It includes risk/opportunity rating and prioritization in which the risk/opportunity events are defined in terms of their probability of occurrence, severity of consequence, and relationship to other risk/opportunity areas or processes.
Risk / Opportunity Assessment	Process of analyzing risks and opportunities in terms of probability of occurrence, cost, schedule, and performance impacts and most likely date of occurrence.
Risk / Opportunity Contingency Plan	An alternate series of tasks, created when the progress of the handling plan is impacted negatively, to ensure the handling plan continues and/or closes.
Risk / Opportunity Exposure	Summation of cost, schedule, and performance multiplied by the probability of occurrence.
Risk / Opportunity Handling	Process that identifies, evaluates, selects, and implements options in order to set risk/opportunity at acceptable levels given program constraints and objectives. This includes the specifics on what should be done, when it should be accomplished, who is responsible, and associated cost and schedule. The most appropriate strategy is selected from these options.
Risk / Opportunity Handling Decision Options	A set of choices to address how the risk/opportunity is to be handled.
Risk / Opportunity Handling Plan	Detailed plan for risk/opportunity handling. This includes the criteria for initiating action, schedule for implementing plan, budget estimate, resources, and success criteria.
Risk / Opportunity Identification	Process of examining the program areas and each critical technical area to identify and document a proposed risk/opportunity.
Risk / Opportunity Leads	Government personnel selected to manage risks/opportunities under the purview of their expertise and execute the ROM sub-process.
Risk / Opportunity Management	An organized method of identifying, assessing, and handling existing or "potential" risks/opportunities toward the successful achievement of program goals and objectives of products or services.
Risk / Opportunity Management Plan / Procedure	A formal document that provides an overall strategic perspective to an organization's stakeholders, to reflect responsible management behavior, confirm role assignments, ensure documentation and scheduled management reviews are in place to control unknown consequences to resources.
Risk/Opportunity Management Process	A sequential, formalized process accepted and used by an organization to assess, evaluate, handle, and track risks/opportunities in an effort to control cost, schedule, and performance impacts.
Risk / Opportunity Monitoring	Process that systematically tracks and evaluates the performance of risk/opportunity-handling actions against established metrics.
Risk / Opportunity Prioritization	Risks/opportunities rated or ranked with other risks/opportunities based on risk/opportunity exposure, the most likely date of occurrence and severity of impact within a specific timeframe.

Term	Definition
Risk / Opportunity Reporting	Once a risk/opportunity has been identified, assessed, prioritized, validated, and a handling decision option adopted, the status of the risk/opportunity is tracked and reported to the appropriate level(s) of management.
Risk / Opportunity Statement	The concise wording of the risk and opportunity written as an “If...., then...” statement and the closure criteria.
Risk / Opportunity Tool Database	A database tool to capture all risk and opportunity data resulting in various risk and opportunity reports.
Stakeholder	Individual or organization that have a vested interest in an identified risk and its resolution. Members might consist of users, vendors, customers, contractors, SMEs and government leadership, etc. (does not address opportunity).

APPENDIX C. REFERENCES [S001]

1. National Reconnaissance Office Acquisition Management and Mission Assurance, 10, xx XXXXXXXX 2010
2. NRO Systems Engineering Corporate Business Process, CBP-130, xx XXXXXXXX 2010
3. Business Plans and Operations (BPO) Governance Policy
4. Joint Risk Working Group (JRWG) Charter, May 2007
5. Corporate Decision Process (CDP) Policy, 15 Feb 2010
6. NRO Systems Engineering Governance Plan (SED-GP)
7. NRO Enterprise Plan (NEP) dated 31 March 2010

APPENDIX D. RISK AND OPPORTUNITY HANDLING OPTIONS [S001]

Table D-1. Risk Handling Options [S001]

Handling Options	Action Taken
Accept	Acknowledge the existence of a particular risk situation and accept the associated level of risk without taking any action to control it. If the risk occurs, address it as an issue and/or plan to absorb the resulting impacts. This option is selected when the impact costs are less than the handling (or mitigation) costs.
Avoid	Take action to eliminate the high risk potential by replacing the risk source with a lower impact alternative. This option is selected when the: (a) impact costs are less than the costs of other options, (b) avoidance cost is less than the impact costs, or (c) the cost of the lower impact alternative is less than the risk impact cost.
Mitigate	Take action to manage the risk in a manner which reduces the probability of occurrence and/or eliminates/minimizes the risk impact. This option is selected when the mitigation cost is less than the cost of the other options or when transfer is not feasible.
Transfer	Reallocate risk to another responsible party. This often entails reallocating the risk to another segment of the system. This option is selected when the impacts to the new risk owner are more manageable than to the present risk owner and when consensus is reached with the new risk owner that the risk is more appropriate for the latter.
Watch (w/Triggers)	Delay Risk handling plan execution until a triggering event occurs. Triggering events are defined as events which would cause management to implement active risk management by executing the Risk handling plan. The occurrence of a triggering event generally corresponds to worsening consequence levels, or increasing probability of occurrence, or both. The Risk Lead monitors probability of occurrence and impact factors for potential changes. This option is selected when both impact and probability of occurrence are assessed as low and are likely to change over time.

Table D-2. Opportunity Handling Options [S001]

Handling Options	Definition
Reject	Generally selected for low opportunities. Does not present enough of a benefit to warrant expenditure of resources or the conditions for the probability of occurrence cannot be influenced.
Study	Defers any immediate opportunity control actions. There may be insufficient data and it warrants further study if resources/circumstances allow.
Transfer / Share	Required development resources are beyond the scope of the program. Identify teaming/partnerships that increase the probability of occurrence and affect the conditions needed favorably.
Exploit / Develop	Take actions to ensure the opportunity is realized. This means increasing the probability of occurrence by eliminating the uncertainty.

APPENDIX E. RISK AND OPPORTUNITY TEMPLATES [S001]

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(U) Risk or Opportunity Title
RISK or OPPORTUNITY ID – Mgmt Forum: TBD – GPOC (ORG)

<p>(U) Risk or Opportunity Description</p> <ul style="list-style-type: none"> (U) “If this happens...” 	<p>(U) Consequence or Benefit</p> <ul style="list-style-type: none"> (U) “Then the impact or benefit may be...” 																											
<p>(U) Risk or Opportunity Assessment</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: center;">Criteria</th> <th style="text-align: center;">Current</th> <th style="text-align: center;">Previous</th> </tr> </thead> <tbody> <tr> <td>Probability (%)</td> <td></td> <td></td> </tr> <tr> <td>Total Impact (C+P+S)</td> <td></td> <td></td> </tr> <tr> <td>Cost Value (1-5) <i>(If not mitigated or exploited)</i></td> <td></td> <td></td> </tr> <tr> <td>Performance Value (1-5) <i>(If not mitigated or exploited)</i></td> <td></td> <td></td> </tr> <tr> <td>Schedule Value (1-5) <i>(If not mitigated or exploited)</i></td> <td></td> <td></td> </tr> <tr> <td>Rank (Probability x Impact)</td> <td></td> <td></td> </tr> <tr> <td>Urgency (date risk is realized)</td> <td></td> <td></td> </tr> <tr> <td>Priority (Rank x Urgency)</td> <td></td> <td></td> </tr> </tbody> </table> <p><small>This Table is UNCLASSIFIED//FOUO UFR#: RFC#</small></p>	Criteria	Current	Previous	Probability (%)			Total Impact (C+P+S)			Cost Value (1-5) <i>(If not mitigated or exploited)</i>			Performance Value (1-5) <i>(If not mitigated or exploited)</i>			Schedule Value (1-5) <i>(If not mitigated or exploited)</i>			Rank (Probability x Impact)			Urgency (date risk is realized)			Priority (Rank x Urgency)			<p>(U) Mitigation or Investment Plan</p> <ul style="list-style-type: none"> (U) Classification and Summary List of Resolution or Mitigation Tasks. ✓ (U) Use bullet check when task is completed ✓ (U) Use RED to indicate <ul style="list-style-type: none"> 1. Updates to mitigation/resolution/exploitation plans pending validation by NROMB or JRWG or, 2. Pending validation to close <div style="border: 1px solid gray; padding: 5px; margin-top: 10px;"> <p>Tips:</p> <ul style="list-style-type: none"> Risk/Opportunity Statements need to be written in English. Provide enough information so that non-experts decision makers can understand why they should care vs. descriptions full of acronyms. Purpose of R/O statement is to communicate, not to impress. “Plans” will be validated only when completion dates are provided. </div>
Criteria	Current	Previous																										
Probability (%)																												
Total Impact (C+P+S)																												
Cost Value (1-5) <i>(If not mitigated or exploited)</i>																												
Performance Value (1-5) <i>(If not mitigated or exploited)</i>																												
Schedule Value (1-5) <i>(If not mitigated or exploited)</i>																												
Rank (Probability x Impact)																												
Urgency (date risk is realized)																												
Priority (Rank x Urgency)																												
<p>(U) Closure Criteria:</p>																												

STATUS DATE, VERSION #

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Figure E-1. Risk and Opportunity Quad Chart Template [S001]

NOTE: The Risk or Opportunity Template is auto-generated from the R/O database.

<http://nsite.se.npa.gov/risktool/Default.aspx>

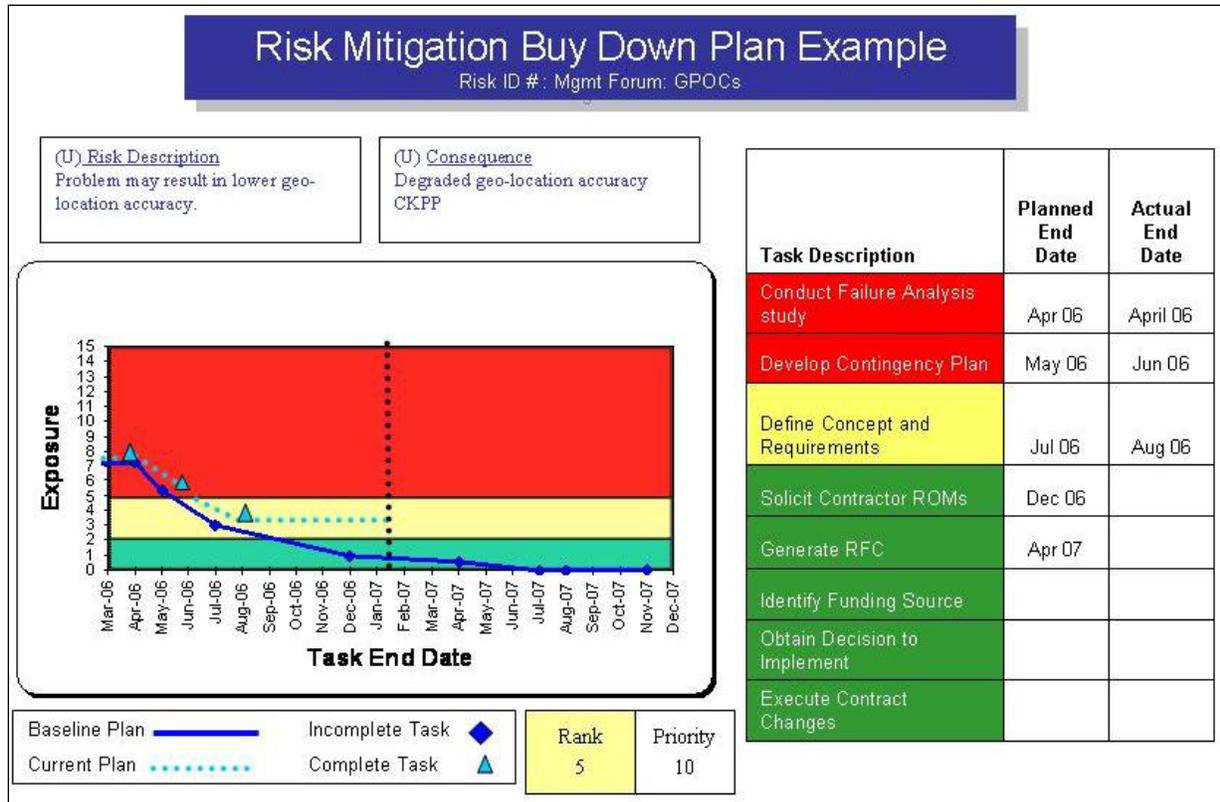


Figure E-2. Risk Mitigation Buy-Down Template [S001]

NOTE: The Risk Mitigation Buy-Down Template is auto-generated from the R/O database.

<http://nsite.se.npa.gov/risktool/Default.aspx>

APPENDIX F. RISK AND OPPORTUNITY IMPACT ASSESSMENT
CRITERIA [S001]

Table F-1. Impact Assessment Criteria [S001]

Impact Assessment Criteria					
Cost		Schedule		Performance	
L _c	Impact if Not Handled	L _s	Impact if Not Handled	L _p	Impact if Not Handled
1	≤\$100k increase	1	≤ 1 Month slip to System or Capability based Effectivity	1	<ul style="list-style-type: none"> Minimal impact to program or Design deficiency which affects a mission support capability
2	>\$100k to \$1M increase	2	>1 to 3 Month slip to System or Capability based Effectivity	2	<ul style="list-style-type: none"> Minor degradation in technical performance or supportability, can be tolerated with little or no impact on program or Does not adversely affect a mission-critical capability but constitutes an operational inconvenience due to manpower intensive process
3	>\$1M to \$10M increase	3	>3 to 6 Month slip to System or Capability based Effectivity	3	<ul style="list-style-type: none"> Moderate degradation in technical performance or supportability with limited impact on program objectives or Adversely affects a mission-critical capability
4	>\$10M to \$50M increase	4	>6 to 9 Month slip to System or Capability based Effectivity	4	<ul style="list-style-type: none"> Significant degradation in technical performance or major shortfall in supportability, may jeopardize program success or Prevents accomplishment of mission-critical capability specified by baseline requirements or Impacts Key Performance Parameters (KPPs)
5	>\$50M increase or Exceeds BAAR Cost Threshold	5	> 9 Month slip to System or Capability based Effectivity or Exceeds BAAR Schedule threshold	5	<ul style="list-style-type: none"> Severe degradation in technical performance or Will not meet BAAR Performance Thresholds or Imminent threat to health and safety of personnel or permanent loss of a mission-critical capability or Cannot meet KPP or key technical/supportability thresholds; will jeopardize program success

Note 1: When cost, schedule, or performance impact includes more than one level, the highest (or maximum) level of impact for L_c, L_s, L_p is applied. For example, if a performance impact includes "prevents the accomplishment of a mission critical capability" and "imminent threat to the health and safety of personnel", then this performance impact would be assigned level "5".

Note 2: This table shall be used to assess all NRO risk impacts. Use of the table is necessary to ensure consistency in assessing NRO risks among all organizations. The table serves as a guide to Ds&Os for assessing Directorate-level risk impacts.

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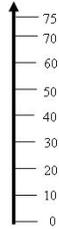
Risk Prioritization

URGENCY Period within which the problem will occur

PRIORITY Method to Rank each risk relative to all other risks

<u>Urgency Level</u>	<u>Time to Occurrence</u>
5	< 30 Days
4	< 3 Months
3	< 6 Months
2	< 12 Months
1	12 > 24 Months

Rank (Exposure) [1 – 15] x
Urgency Level [1 – 5] =
Priority [1 – 75]



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Table F-2. R/O Prioritization [S001]

APPENDIX G. CONTEXT DIAGRAMS [S001]

Description: This Appendix displays the Context Diagrams for this process. As the name implies Context Diagrams provide background on the interactions between the process stakeholders and the process in particular into the NRO stakeholder relationships, process activities and their inputs and outputs.

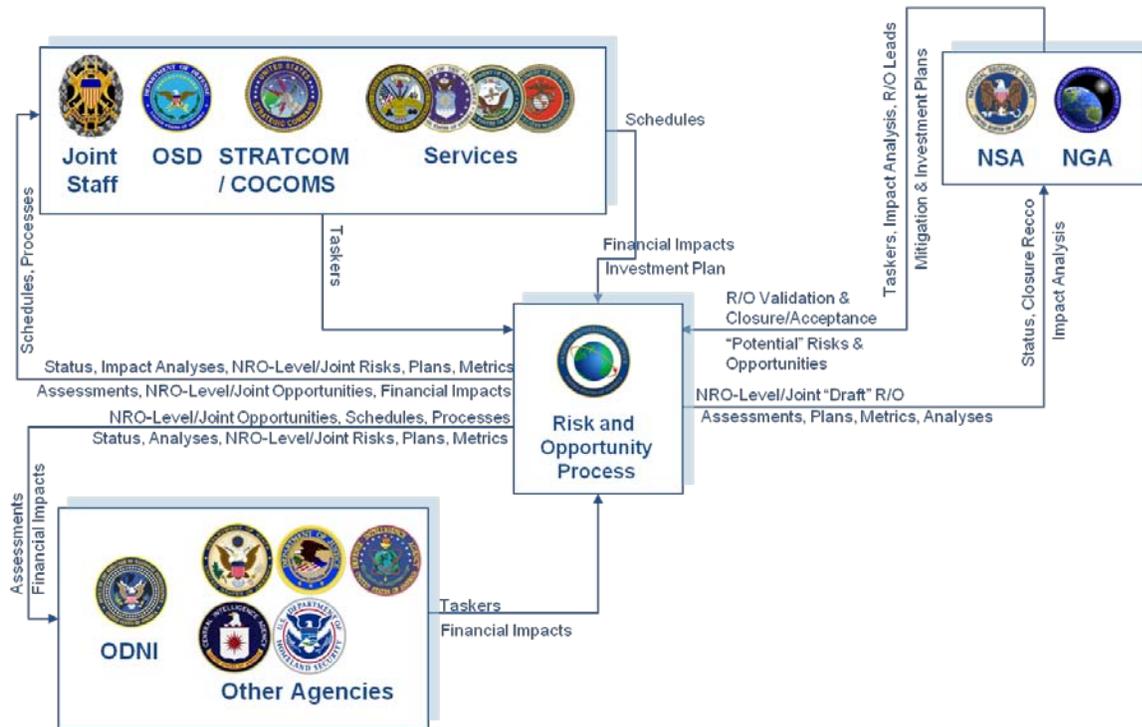


Figure G-1. Interactions Between NRO and External Stakeholders [S001]



Figure G-2. Interactions with Internal Stakeholders [S001]

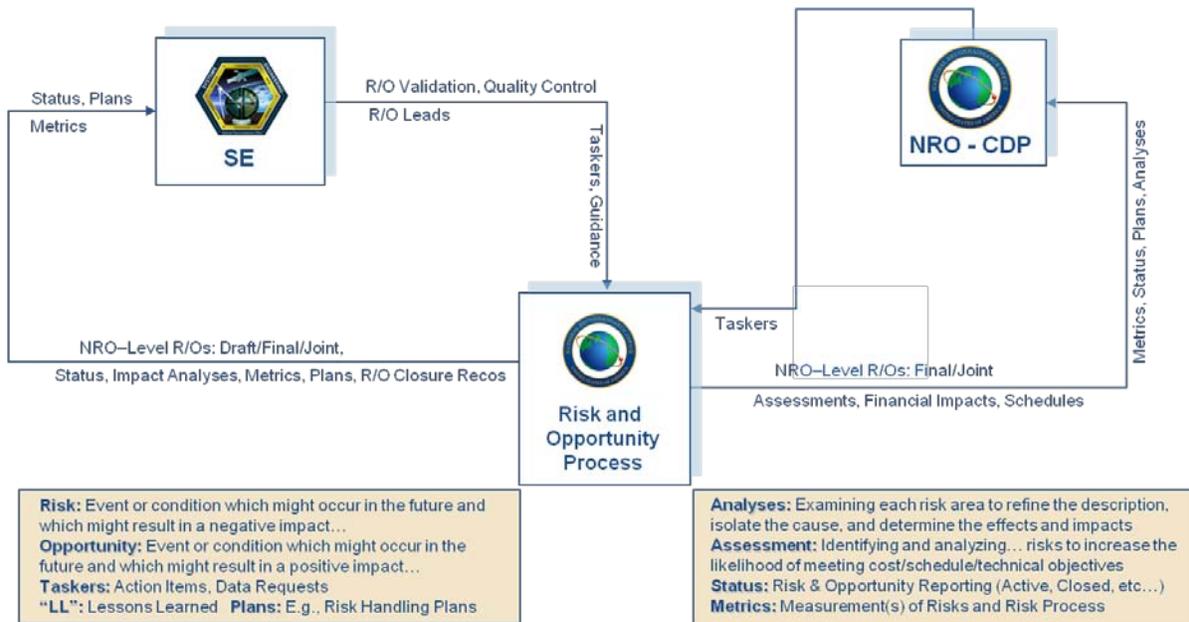


Figure G-3. Interactions with NRO Internal Stakeholders [S001]



Figure G-4. Interactions with Internal SE Stakeholders [S001]