



# Risk Management NEWSLETTER

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## The Current State of Project Risk Management Practices Among Risk-sensitive Project Management Professionals

By Robert James Voetsch, Ph.D., PMP and Denis F. Cioffi, Ph.D.

### **Does risk management make a difference? That is, do organizations that employ formal risk management practices outperform those that do not?**

In an attempt to answer this question formally, the Project Management Institute Risk Management Specific Interest Group was surveyed as an integral part of a Ph.D. research effort at The George Washington University. From October 2002 through February 2003, 175 SIG members (about 14% of the estimated available members) responded to a web survey, and a selected 12 were interviewed over the telephone. Our analysis answered the posed question in the affirmative.

The underlying rationale of this research had two components:

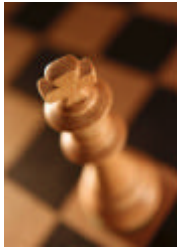
1. Risk's role in relation to other project management success factors. Given that project management is an iterative process requiring integration of its various spheres (Cioffi 2002), risk management needs to be explicitly practiced in all knowledge areas — especially those related to scope, communication, cost, and schedule management — periodically throughout a project's life. In other words, in the absence of perfect initial plans, risk management is necessary for the proper execution of these other processes.
2. A knowledgeable sample. Because both an awareness and a knowledge of risk-management are necessary before one can make judgments about the state of risk management practices, the most suitable community to shed first light on the actual state of project risk management and reported project success would be a community of risk-sensitive professionals: the membership of the Risk SIG. The selection of this group, however, means that the results cannot necessarily be extrapolated to the wider project management community.

## Main Findings

We examined four key areas of risk management practices in organizations:

1. Senior management support for project risk management (as perceived by survey respondents)
2. Project risk management planning practices
3. Project risk response planning and risk monitoring
4. Project management results (in terms of the triple constrain)

See: *PRACTICES* on page 4



**FROM THE EDITOR...**  
**Réal G. Ouellette , PMP**

**Don't look back**

This is usually the time of the year when people contemplate the past months wondering where time went and why it flies so fast. I've been guilty of that for several years, but I decided to let someone else do it this year.

I won't spend any time reflecting on past accomplishments, either. Even though it has been a tremendous year for the Risk SIG, I will spare you the enumeration of our achievements, save to say that there were many.

I would rather concentrate on things to come. And of those too, there are many. One of –if not *the*– most significant for 2004 is the PMBoK® Guide Third Edition. The Exposure Draft is now available for your review and comments, and we strongly encourage you to do so. The deadline is January 9<sup>th</sup>, 2004. I have had a quick look at it myself, and I can guarantee that it is worth the time investment to read it and provide constructive feedback.

Another major event is the first annual conference of the PMI's College of Scheduling, April 25-28, in Montreal, Quebec (Canada). This is of particular importance to me because a) the CoS is pivotal in promoting best project management practices, b) Montreal is my hometown, and c) it will be a great opportunity for me, as the local Risk SIG liaison, to promote risk management and the SIG locally.

The coming year will be rich in events for the risk community, and these events are coming at you fast. So don't look back or something might hit you. Thank you again for your wonderful support in 2003, and have a safe and happy Holiday season.

RGO.  
[editor@risksig.com](mailto:editor@risksig.com)

## Grade “A” Risk Responses

By Dr. David Hillson

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It is easy to understand why some people think that the risk response development phase is the most important part of the risk process. This is where we get the chance to make a difference to the risk exposure of our project. If we design and implement good risk responses to address the risks we have identified and assessed, we will be able to minimise threats and maximise opportunities, and so optimise the likelihood of achieving our objectives. But if our risk responses are ineffective (or not implemented), the level of risk exposure remains unchanged – or may even get worse!

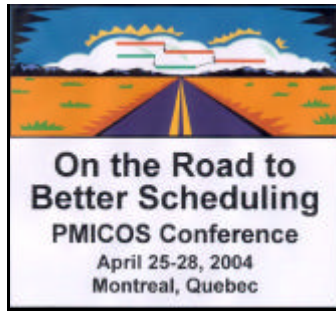
But how can we tell if our risk responses are good enough? Can we assess their potential effectiveness before we decide to implement them? Here are seven “Grade A” criteria by which you can test whether your planned risk responses are likely to work. To be effective, all proposed risk responses should be :

1. *Appropriate* – The correct level of response must be determined, based on the significance of the risk. This ranges from a crisis response where the project cannot proceed without the risk being addressed, through to a “do nothing” response for minor risks. We should not spend large amounts of time or effort developing aggressive responses for minor risks, but we must also not spend too little time considering how to deal with key risks.
2. *Affordable* – The cost-effectiveness of risk responses must be determined, so that the amount of time, effort and money spent on addressing the risk does not exceed the available budget or the degree of risk exposure. Each risk response should also have an agreed budget, added to the approved project cost plan.
3. *Actionable* – An action window should be determined, defining the time within which risk responses need to be completed in order to address the risk. Some risks require immediate action, while others can safely be left until later. We must be careful not to leave it too late before we act.
4. *Achievable* – There is no point in describing risk responses which are not realistically achievable or feasible, either technically or within the scope of our capability and responsibility. If your planned response is “Hope for a miracle” or “Invent a radical new solution”, you may be disappointed!
5. *Assessed* – All proposed risk responses must work! The “risk-effectiveness” of a response is best determined by making a “post-response risk assessment”. This assesses the level of residual risk assuming effective implementation of the response, including secondary risks of course. The situation after implementing the risk response must be better than before!
6. *Agreed* – The consensus and commitment of relevant stakeholders should be obtained before agreeing responses, especially if the proposed response might affect a part of the project in which they have an interest.
7. *Allocated & Accepted* – Each risk response should be owned by a single person (and accepted by them) to ensure a single point of responsibility and accountability for implementing the response. Allocating risk responses requires careful delegation, including provision of the necessary resources and support to allow effective action to be taken.

Each proposed risk response should be assessed against these seven criteria before it is accepted. A “Grade A” response will pass all these tests, and is more likely to achieve the desired effect than a response which has not been properly considered or evaluated.

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To provide feedback on this Briefing Note, or for more details on how to develop effective risk responses, [contact the Risk Doctor \(info@risk-doctor.com\)](mailto:info@risk-doctor.com), or [visit the Risk Doctor website \(www.risk-doctor.com\)](http://www.risk-doctor.com).



PMI's College of Scheduling is holding its first annual conference in Montreal on April 25-28, 2004. To find out more about the College of Scheduling and this conference, please log on to the CoS Website, [www.pmicos.org](http://www.pmicos.org).

In addition to keynote addresses and panel discussions, there are five simultaneous tracks of seven papers each. These include the Research track, Scheduling Plenum, Project Profiles Track, Global Service Track and the Schedule Risk Track. The Schedule Risk Track should be of interest to all in the Risk Management SIG. Included are the following papers:

1. William R. Zollinger, III, PE and Timothy T. Calvey, PE, R.V. Buric Construction Management Consultants, Inc.; "Resource Critical Risk"
2. Gerald P. Klanac, PMA Consultants LLC, Bruce Cartwright, BP Power, Gas & Renewables, David Jordan and Lara Azavedo, BP Solar; "Applying Schedule Risk Analysis to set Appropriate Project Time expectations: Two Case Studies"
3. Trevor Quig, Lockheed Martin; "Defining Risk Management Process: Becoming the Catalyst"
4. Emma Major BEng (Hons) MSc (Eng), Major Value Consultancy Ltd, UK;
5. "Heads or Tails? Identifying, Analysing and Managing Schedule Uncertainties"
6. Mark W. Cohen, The Nielsen-Wurster Group, Inc.; "The Role of CPM Scheduling in Project Risk Analysis and Decision Making"
7. Peter W. Swenson, PMP, CH2M Hill International; "Identifying and Managing the Risks of Large Nuclear Cleanup Projects – Experiences at Rocky Flats, the Mound Facility, and United Kingdom sites"
8. David T. Hulett, Ph.D., Hulett & Associates, LLC, "Project Schedule Risk Analysis, Rationale and Techniques"

See you there.

David T. Hulett  
Director, Technical Development, Risk Management SIG  
Director, Schedule Risk, College of Scheduling

*PRACTICES (cont'd.)*

(The information for items 2, 3, and 4 is as reported by survey respondents.)

The responses to the survey were analyzed using the chi-square statistical test of significance, which was set at the 95% level of confidence. (For the statistically minded, we selected this tool because most of the analyzed variables were categorical data, mutually independent, reported in raw frequencies, and numerically adequate in volume.) With this method, a statistically significant relationship between two variables enables us to reject the null hypothesis — that no valid relationship exists between these variables — in favor of an alternate view of a positive or inverse correlation between them.

Our analysis of the data supports four general conclusions:

1. The more sensitive senior management is (perceived to be) to project risk management, the more frequent is the use of various project risk management practices. For example, 37% of respondents from organizations with a stated risk management policy report using qualitative risk tools “Almost Always” versus only 8% of the respondents from organizations without such a policy.
2. The more that senior managers provide adequate resources for risk management processes, the more frequent is their implementation. For example, 58% of the respondents reporting receiving adequate resources for risk management likewise report using qualitative risk techniques during project selection “Almost Always,” whereas only 10% of the respondents “Rarely” receiving such support also report “Almost Always” using risk tools during project selection.
3. The more that formal risk planning practices are implemented, the more rigorous is risk monitoring. Also, fewer workarounds are reported. For example, 43% of the respondents reporting use of qualitative risk techniques during project selection also report conducting risk reviews “Almost Always” whereas only 10% of those respondents reporting “Rarely” using such tools also report “Almost Always” conducting risk reviews.
4. More project success is reported with stronger senior management support for formal risk planning efforts, their subsequent actual practice, and regular risk monitoring. For example, 53% of the respondents who report their projects conduct risk reviews “Almost Always” also report completing projects on time “Almost Always,” whereas only 15% of the respondents who report “Rarely” conducting risk reviews also report completing projects on time “Almost Always.”

Our analysis of the data also revealed some other specific findings. Key among these are:

1. A majority of the survey respondents (59%) reported a formal, organization-wide or work unit-specific policy for project risk management.

2. Fifty Seven percent of respondents report that they consider their organization to be concerned about risk but only 24% report that they consider their organization’s risk management policies as having a measurable impact on project performance.
3. Adequate resource allocation and staff training for project risk management are less pronounced than risk visibility in organizational policymaking. Only 12% of the respondents report “Almost Always” receiving adequate resources (money, time and human resources) for risk management, and only 7% report project team members “Almost Always” receiving training in risk management planning and impact analysis.
4. Fewer than half of the respondents (45%) use quantitative tools on a “Almost Always” basis to develop contingency costs. Even fewer use them to estimate contingency times (38%) or to select projects (7%).
5. Use of project-team risk identification sessions is almost universal, with 98% of the respondents reporting they use these at least once during life of the project.
6. During project execution, formal risk reviews and risk audits also see low use, as only 20% and 8%, respectively, report using these techniques “Almost Always.”
7. Only 21% of respondents report their projects are completed according to the specifications of their original statement of work.
8. A minority of the respondents report “Almost Always” completing their projects on time (30%) or within budget (26%).
9. Finally, only 40% of the respondents report their projects “Almost Always” receive customer satisfaction upon delivery.

The inconsistency between the widespread reporting of formal risk management policies and risk identification sessions and the low reported use of quantitative tools and provision of adequate resources suggests two broad possible explanations:

- a) In the absence of empirical proof that risk management adds measurably to an organization’s return on investment, senior management is not yet willing to make the leap of faith to committing often-scarce funds. Tenuous senior management interest in project risk management is then reflected in unwillingness to exert the effort needed to ensure systematic and regular practice.
- b) Project risk practices are not identified as risk activities per se because they are already fully integrated into general project control activities (and budget lines) and are not identified specifically as risk monitoring practice. Examples could include cost and schedule estimation, operational monitoring, financial audits, and supervisory work site visits. Also, instead of formal risk review, regular project team monitoring meetings, risk identification sessions, and periodic performance reports may be used to manage and monitor project risk.

## Summary

In conclusion, the data analysis — particularly the questions concerning project successes in meeting schedule, scope, and budget objectives — has shown that it is possible to say, “Yes,” risk management does seem to make a difference: stronger senior management support for formal risk planning efforts correlates with actual practice and regular risk monitoring, and these in turn correlate with a higher reported frequency of project success. In this survey, therefore, respondent organizations that employ formal risk management practices do outperform those that do not employ such practices.

Given the nature of the pre-selected sample as representing risk-sensitive project management professionals, the findings presented here do not necessarily represent the risk management experiences of the wider project management community. Nevertheless, the wider community should ask itself the same questions asked here: Do our words match our resources, and does risk management make a difference?

*References: Denis F. Cioffi, Managing Project Integration, Management Concepts, Vienna, VA: 2002: page 2.*

Dr. Robert J. Voetsch ([dakrj@aol.com](mailto:dakrj@aol.com)) and Dr. Denis Cioffi ([Professor@Cioffi.us](mailto:Professor@Cioffi.us)) can be reached at the Department of Management Science of the George Washington University, Monroe Hall, Suite 302, 2115 G Street NW, Washington, DC 20052

## Risk Management: What Can Prevent its Acceptance?

*By Craig D. Peterson, PMP*

I want to take a different tack from my usual column ... and maybe it will result in some follow-on discussions on our web site. Let's start with what seems like a simple question: What's the minimum level of risk management you can do on a project?

As a Project Management Professional, have you ever been asked that question? I have ... more times than I care to relate. And it's not because they want to make sure they did not leave something important out. It's because they don't want to put any more in than is absolutely necessary!

So why is that? I can postulate a variety of reasons. Some do not value it. They feel over worked just accomplishing the actual project work, so they cannot possibly give up time for another "process". They are willing to, dare I say it, "take the risk" that if something happens, its impact will either be inconsequential, or there will be time to "redo" whatever needs to be fixed. As the saying goes, there is always time to do it again.

Another reason they might not value it is because of past experience. Ever know a project where someone brought up a potential risk in a meeting, only to be told "there better not be any risks", or if there are, then a different project manager can be found so that this risk can be eliminated! Needless to say, there is no

need for a change in personnel, as the risk here, and in all future projects, disappears forever.

Still yet another reason might be that risk being a "probability", the perpetual optimist can rationalize it away with any manner of ill supported statements and conclusions. After all, projects happen differently for them. They have decided that they are always lucky, so while risk management might be necessary for others, it is not necessary for them.

Finally, one hears that it is too complicated to understand and/or learn with out years of training/experience. So is someone being sent to training or seminars ... No. Oh ... so instead they have hired someone to consult and/or mentor them ... No! Interesting ... need education but not willing to obtain it ... need experience but not willing to hire it!

The end result in all these cases is that risk management is dead on these projects. So while there might be many reasons how we got to this condition, there is one very likely reason as to why this condition persists, and it can be expressed in one word ... "management".

Let's revisit our examples. The first one described a situation where there was always time to "redo" something. If senior management enables this conduct, then it will continue. In the second one, the project manager is threatened for bringing up risk. Who does the threatening? Management. These managers are so intent on success that they do not want to hear there are problems. No only do they not want to hear about them, they have clearly communicated what will happen if 100% success is not achieved. In the third example, the perpetual optimists do not need risk management, but senior management should require them to look for, report on, and manage risks anyway. In the last example, management has the ability, authority, and the resources to resolve the problem of training and/or obtaining expert advice. If they wanted, they could address it. As such, if they are not, a conscience decision has been made to not.

Of course there are lots of other reasons why risk management does not take hold, but only one has been focused upon here; however, the conduct of senior management can have a significant role in influencing what others do. They can allow behaviors contrary to good risk management practices, and in some cases, actually provide incentives against it. As a project management consultant, I have always found this both interesting and frustrating. Senior management wants success as much as anyone else, but they seem to fail to see or appreciate how their actions are effecting the overall situation. So if they are not on board with risk management, making the changes necessary to instill it throughout the organization will essentially be impossible.

So what are your thoughts and experiences in this area? What have you done to work through these issues. Take some time to share your observations in the member's area of our web site at: <http://www.risksig.com/members/index.html>. I'd love to hear them.

Craig Peterson, PMP  
President, Risk Management SIG



## From the Chairman

**Charles W. Bosler Jr., CP CM**

Well, by all accounts the Annual Seminar and Symposium, which is now known as the North American Congress was a success. If you were not able to join us, you missed an impressive event. After walking around to the other tracks and listening to comments from other participants, I think our risk presenters were among the best! All of our papers were well attended. I think that we drew considerably higher counts of attendees than any other area of focus I was able to monitor. Congratulations to all the presenters.

Our Risk Management SIG membership has grown to around 1700-1800 people! Many of them have indicated their intention to participate in the current slate of projects. Some of the projects have been completed or, at least have presented interim work products. You can find them on the web site in the Members area. One example is the Register of Risk Management Tools that needs to be updated and taken to the next level. Kudos to this project team lead by Meredith Turner. She is still looking for help in the next phase of the project, which is to expand the information currently available and develop well-defined evaluation criteria. The final phase will be to evaluate the risk tools against the standard set of metrics that has to be developed. We are also looking for help on our ongoing Risk Management Handbook Project. If you would like to volunteer, all you need to do is raise your hand, or contact Janice Preston her e-mail is: (jypreston@paccos.com ) Janice is our volunteer coordinator and Director of Region 2.

Many of you may not even be aware of probably one of the biggest and most important projects of the SIG—our upcoming Seminar on Risk Management. Tentatively scheduled for May 17-19 of next year, we are conducting a Seminar with the International Institute of Research (IIR) somewhere in the California area. The subject will be “Sharing What We Have Learned,” A Symposium on Risk Management. The location is still TBD but we have targeted the May 17-19, 2004 timeframe. We believe that this is another way to provide a service to our membership and vital to attracting new members. We are excited about the possibilities and once the model is created and tested we intend to reuse it in other places where we can get similar support and interest. So put it on your calendar and if you think this would be something that you would like to see in your area, contact your Regional Director and let's get started on planning for the future.

We have continued to expand our web site development. We think we are doing a good job but comments (positive and negative) are always welcome. The only way for us to know that we are “getting it right” is for you to tell us what you think. I encourage everyone to make use of the threaded discussion area. This is an excellent means to communicate openly and directly and also “leave behind” some historical (maybe even hysterical) data for those who will follow in our path, only to ask the same questions. In the past, I have posted discussions there to start things off and there is an open thread on the issue of the very definition of risk. Is it only “negative,” or can there be “positive” risk? To give us your two cents worth, simply point your browsers to [www.risksig.com](http://www.risksig.com) and go to the Members Area. If you have ideas to help us improve the “look and feel” of the web site, please send an e-mail to our Webmaster at [info@risksig.com](mailto:info@risksig.com).

I am always astonished at the way time flies as the years go by. I look forward to meeting many more of you this coming year. Please don't hesitate to contact me at [bosler@risktrak.com](mailto:bosler@risktrak.com) to discuss any issues, comments, or concerns that you might have for the RiskSIG in the coming year. You should receive this newsletter just in time for the Holiday rush. Take time to enjoy the season and may all the blessings and joy of the season be with you and your family, at this most pleasant time of year.

Regards to all,

Charles W. Bosler Jr., CPCM

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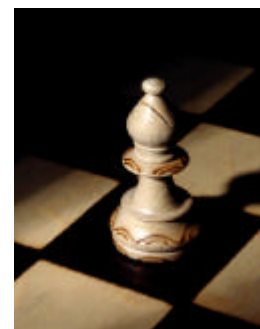
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## **PMBok® Guide Third Edition Exposure Draft Available for Review**

The exposure draft of the PMBOK(R) Guide Third Edition has been posted on the PMI website ([www.pmi.org](http://www.pmi.org)). You can also access it directly through: <https://secure.pmi.org/exposuredraft/>.

Comments are now open for 60 days only, and end on January 9, 2004 (happy holidays!).

We encourage all Risk Management SIG members to download that document and particularly look at the revised Chapter 11, Risk Management. Your representatives (specially David Hillson, Steve Grey and Kik Piney) and our Director of Technical Development, David Hulett, have made substantial revisions to that chapter, particularly with regard to the process of initiating and adding to the Risk Register, the flow diagram linking risk management more tightly to the other Knowledge Area processes, the introduction of the Risk Breakdown structure in Risk Identification, as well as added emphasis on looking for, assessing and capturing opportunities (progressing on a theme we started in the 2000 edition).

Your comments are valuable to the PMI and the Risk Management SIG. Don't miss this unique opportunity to take part in shaping the future of project and risk management.

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**New members: 163**  
**Renewals: 131**  
**Total members: 1700**

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### **Welcome to New Risk SIG Members:**

**October 2003**

Albert, Michael  
Ali, Ahmad  
Atkinson, Doug  
Ayres, Bradley  
Baquié, Carrie

Bayliss, John  
Boardley, Victoria  
Boboye, Adebayo  
Boisvert, Christine  
Brown, James  
Brunner, Gordon  
Callahan, David  
Campbell, Mark Andrew  
Castro, Ramiro  
Chalmers, Gary  
Chien, Andrew  
Coallier, Luc  
Collins, Bruce  
Cottone, William  
Cross, Helen  
Cuypers, Hedwig  
Dalcher, Darren  
Decker, Elizabeth  
Dirkx, Erwin  
Dundas, Andrew  
Elliott, Richard  
Ferraz, Elaine  
Fielding, Charlotte

Gillihan, Dana  
Golding, Annette  
Goldman, Glen  
Gomero, Lars  
Halstead, Robert  
Heffernan, Elena Jean  
Heinrich, Bjoern  
Heppner-Elgin, Bruce  
Herve, Pierre  
Huppert, Tom  
Jameson, Nita  
Johnson, David  
Kent, Deris  
Khan, Stefan  
Knapp, Ann  
Kozo, Keith  
Kunhiraman, Sunil  
Lheureux, Patrick  
Lynard, Melvin  
Magro, Wayne  
Manuel, Kelvin L.F.  
Manz, Joachim  
Marzorati, Valentina  
Matthews, Roy  
McGrath, Jeffrey  
Mena, Cesar  
Meneghini, Alessandra  
Metzger, Gregory  
Mix, Richard  
Molek, Richard  
Montbriand, Ginette  
Mugheddu, Annalisa  
Neff, David  
Paulo, Fabiano  
Peski, Brian  
Planck, Stephen  
Podolsky, Michael  
Polorotoff, Alexander  
Prebihalo, Edward  
Price, Toni  
Pulido, Nohora  
Quenzer, Judy  
Rodriguez, Rafael  
Rowland, Robert  
Saalman, Linda  
Schilling, Laura  
Schleffer, Guy  
Skordas, Carolin Robotham  
Smith, Roger  
Stadelmann, Julian  
Stephens, James  
Stern, Iris  
Stoelsnes, Roger  
Storr, Wolfgang  
Subramanian, C.V. Venkata  
Sundaram, Prabakar  
Suzuki, Yoichiro  
Thickett, Chris  
Thomae, David  
Towson, Linda  
Turner, Ronald  
Vik, Arnfinn  
Voller, Veronica  
Wallace, William  
Watson, Kevin  
Winslow, Gary  
York, Melvin

**November 2003**

Albert, Andrea  
Asawalertsak, Surawut  
Boden, Brent  
Borghijs, Erik  
Brodén, Per  
Bruen, Michael  
Burke, Christopher

Busse, Ellen  
Carvalho, Zunara  
Choktheeraworachai, Udom  
Da Silveira, Alessandro  
Fairhall, Adam  
Faith, Barry  
Ferreira, Geraldo  
Gregory-Brown, Bengt  
Groenewegen, Willy  
Gross, Charles  
Guirguis, Ihab  
Hallet, Julie  
Hamilton, Christopher  
Hoffer, Dean  
Isaak, Fred  
Jackson, Frank  
Jay, Christopher Ian  
Jutte, Bart  
Kalpee, Tyrone  
Koscheka, Donald  
Iapiana, Michel  
Lee, David  
Lertsantiwit, Subin  
Lorente, Alvaro  
MacLeod, Fred  
Maggiore van Beest, Ottorino  
Malaporn, Kiattisak  
Martin, Kenneth Ray  
McClarty, Richard  
Memsic, John  
Moraes, Christina  
Murphy, Donald  
Natarajan, Manu  
Neal, Walter James  
Nees, Jeffrey  
Nollet, Michael  
O'Brien, Dennis  
Palubinski, Steven  
Pang, Stephen Chun It  
Paoletti, John  
Parsloe, Steven  
Pilkey, Douglas  
Robertson, Jeffrey  
Santiago Arcal, Miguel  
Savino, Silvestre  
Schrepfer, Thomas  
Serin, Tevfik Cem  
Smith, C. Scott  
Smith, Donald  
Smlatic, Sabin  
Spottsville, Deborah  
Stroup, Joel  
Swanson, Dan  
Szulewski, Paul  
Takahashi, Kazuhiro  
Troncoso, Jorge  
Van den Blink, Gerald  
Von Thun, Charles  
Wagner, Claude  
Warren, Joshua  
Wells, Barbara  
Wicaksono, Rene  
Wong-Lee, Minia  
Wynne, Sara

### **Thank You to our renewing Members:**

**October 2003**

Amerson, Michael David  
Andersson, Andrew  
Barnett, Miles  
Belev, George

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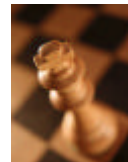
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Chandler, Carder	PMP #75086
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Delgado, Carlos	PMP #76433
Devisetty, V .	PMP #78228
Ebersole, Kirsten	PMP #78067
Hiller, Robert Alan	PMP #78153
Manente, Vito	PMP #78904
Merten, Kenneth D.	PMP #79259
Mitchell, David	PMP #76743
Moore, David	PMP #78575
Neal, Walter James	PMP #78719
Ouellette, Real	PMP #75607
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Peterson, John	PMP #78238
Samuel, David	PMP #78474
Stephenson, T .	PMP #78426
Trotta, Ciro	PMP #76238
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