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Aerospace series - Programme management - Recommendations to implement risk management and opportunity management

Táto norma obsahuje anglickú verziu európskej normy.
This standard includes the English version of the European Standard.

Táto norma bola oznámená vo Vestníku ÚNMS SR č. 10/24

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Aerospace series - Programme management - Recommendations to implement risk management and opportunity management

Série aérospatiale - Management de programme -
Recommandations pour la mise en œuvre du
management des risques et du management des
opportunités

Luft- und Raumfahrt - Programm-Management -
Empfehlungen zur Umsetzung für Risikomanagement
und Gelegenheitsmanagement

This European Standard was approved by CEN on 26 May 2024.

CEN members are bound to comply with the CEN/CENELEC Internal Regulations which stipulate the conditions for giving this European Standard the status of a national standard without any alteration. Up-to-date lists and bibliographical references concerning such national standards may be obtained on application to the CEN-CENELEC Management Centre or to any CEN member.

This European Standard exists in three official versions (English, French, German). A version in any other language made by translation under the responsibility of a CEN member into its own language and notified to the CEN-CENELEC Management Centre has the same status as the official versions.

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EUROPEAN COMMITTEE FOR STANDARDIZATION
COMITÉ EUROPÉEN DE NORMALISATION
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European foreword

This document (EN 9239:2024) has been prepared by ASD-STAN.

After enquiries and votes carried out in accordance with the rules of this Association, this document has received the approval of the National Associations and the Official Services of the member countries of ASD-STAN, prior to its presentation to CEN.

This document shall be given the status of a national standard, either by publication of an identical text or by endorsement, at the latest by February 2025, and conflicting national standards shall be withdrawn at the latest by February 2025.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. CEN shall not be held responsible for identifying any or all such patent rights.

This document supersedes EN 9239:2016.

The main changes with respect to the previous edition are as follows:

- EN 9239 (P1), 05/2016:
 - separation of risk management and opportunity management and the explanation of this choice in the introduction.
 - terms and definitions clause:
 - addition of terms and definitions associated with opportunity management (including “amplitude”, “benefit” and “opportunity”);
 - update of the list of defined terms with the addition of new terms (including “detectability”, “sheet”, “list of typical risks”, “matrix”, “portfolio” and “register”).
 - modification of the overall structure of the document:
 - Clause 4: principles added, common to risks and opportunities;
 - Clause 5: description of the organizational framework and process for risk management;
 - Clause 6: description of the organizational framework and process for opportunity management (which mirrors the risk management process);
 - compared to the risk management process described in the previous edition:
 - choice to describe the process steps with the following construction: input data/actors/processes/output data;
 - addition of a step 3 – *analysing* (between *identifying* and *assessing*), a step 5 – *producing* scenarios (risk reduction and undertaking opportunity control actions) and a step 6 – *selecting the scenarios*. Communication is no longer described as a step because it is meant to be transverse at all steps;
 - addition/removal of some annexes:
 - new Annex B “List of typical opportunities by category” added;
 - former Annex D: “Example of 3-colour code criticality and acceptability matrix: general risk mapping” deleted (addressed in the body of the document);
 - new Annex C and Annex D: “Example of risk/opportunity sheet” added;

- former Annex F “Risk assessment report” deleted;
- former Annex G “Maturity of programme risk management: assessment criteria” deleted.
- update of the references cited and in the bibliography.

According to the CEN-CENELEC Internal Regulations, the national standards organizations of the following countries are bound to implement this document: Austria, Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Latvia, Lithuania, Luxembourg, Malta, Netherlands, Norway, Poland, Portugal, Republic of North Macedonia, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Türkiye and the United Kingdom.

EN 9239:2024 (E)**Introduction**

Risk management and opportunity management form an integral part of programme management. They are implemented right from the start of the project feasibility stage and continue until material disposal. This document is intended to be used as a basis, for any given programme, for negotiating the requirements and relationships between customers and suppliers for risk management and opportunity management. EN 9239 complements EN 9200 on programme management.

This document describes the processes to be followed in order to:

- identify and manage risks and opportunities within the programmes;
- maximize benefits for the programme, and also for any associated transverse function;
- construct and implement appropriate action plans.

In this document, risks and opportunities are addressed separately in two different clauses. This is because the contractual, organizational, and financial impacts of risk management and of opportunity management may be different. Separate documentation for risk management and opportunity management is recommended, as the respective responsibilities may be entrusted to the same or different people.

The ultimate goal of this document is to contribute to an appropriate definition of programme objectives (including costs, schedules and performances) and to continuously ensure that they are met or enhanced, despite or thanks to events likely to have a negative or positive impact on its progress. The programme director can manage risks and opportunities through the application of methods.

1 Scope

This document enables the specific needs of the aeronautical, space and defence fields to be met. It can also apply to other fields.

However, the specificity of some fields can lead to the use of existing sectorial standards such as EN 16601-80, *Space project management — Risk management* (derived from ECSS-M-80).

This document:

- proposes a framework for implementing organization of risk management and opportunity management within programme management; this framework may serve as a basis for writing risk management specifications and opportunity management specifications;
- describes a process for keeping programme risks within the defined limitations that are considered tolerable; this standard process can be used as a methodological guide for writing the programme risk control plan;
- describes a process for addressing and developing opportunities that have positive consequences on the execution of a programme; this standard process can be used as a methodological guide for writing the strategic programme opportunity control plan;
- recognizes the need for knowledge management in order to capitalise and to share lessons learned with other programmes, as well as the maturity assessment of the risk management and opportunity management processes;
- identifies useful documents for risk management and opportunity management;
- proposes an example of a typical list of risks and opportunities.

2 Normative references

There are no normative references in this document.

koniec náhľadu – text ďalej pokračuje v platenej verzii STN