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Strategic Risk Management for successful space & defence programmes (6)

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CORPORATE RISK MANAGEMENT AT CNES

Abstract

Cnes has implemented risk management and escalation strategy for about twenty years. Risk portfolio and mapping is analyzed before any strategic decision, at process or project level. Links between those portfolios are ensured through tools and meetings such as risk management meetings and lesson learned exercises. A risk that cannot be mitigated at a local level can be escalated to a higher one, and ultimately to the Executive Committee, as risk owner of corporate risks. The “Corporate Risk Officer” is responsible for the efficient management of the corporate risk map and portfolio. This is made e.g. through monitoring of corporate risks related actions; inventory and analysis of new/emerging risks, which may be treated as threats or opportunities; reporting and review with each individual member of ExCo at least twice a year. The methodology includes discussions with ExCo, President of Cnes and Governing Board. According to current organization at Cnes, CRO is manager of an internal audit team as well, dedicated to risks management at Enterprise level.