

INTERNATIONAL
STANDARD

ISO/IEC/
IEEE
16085

First edition
2021-01

**Systems and software engineering —
Life cycle processes — Risk
management**

*Ingénierie des systèmes et du logiciel — Processus du cycle de vie —
Gestion des risques*

iTeh Standards
(<https://standards.iteh.ai>)
Document Preview

[ISO/IEC/IEEE 16085:2021](#)

<https://standards.iteh.ai/catalog/standards/iso/7df2e52d-0a70-4ee7-a28b-137450e3a009/iso-iec-ieee-16085-2021>



Reference number
ISO/IEC/IEEE 16085:2021(E)

© ISO/IEC 2021
© IEEE 2021

iTeh Standards

(<https://standards.iteh.ai>)

Document Preview

[ISO/IEC/IEEE 16085:2021](https://standards.iteh.ai/catalog/standards/iso/7df2e52d-0a70-4ee7-a28b-137450e3a009/iso-iec-ieee-16085-2021)

<https://standards.iteh.ai/catalog/standards/iso/7df2e52d-0a70-4ee7-a28b-137450e3a009/iso-iec-ieee-16085-2021>



COPYRIGHT PROTECTED DOCUMENT

© ISO/IEC 2021

© IEEE 2021

All rights reserved. Unless otherwise specified, or required in the context of its implementation, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO or IEEE at the respective address below or ISO's member body in the country of the requester.

ISO copyright office
CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
Email: copyright@iso.org
Website: www.iso.org

Published in Switzerland

Institute of Electrical and Electronics Engineers, Inc
3 Park Avenue, New York
NY 10016-5997, USA

Email: stds.ipr@ieee.org
Website: www.ieee.org

Contents

Page

Foreword	v
Introduction	vii
1 Scope	1
1.1 Overview	1
1.2 Purpose	1
1.3 Field of application	1
2 Normative references	2
3 Terms and definitions	2
4 Conformance	5
4.1 Intended usage	5
4.2 Conformance to information items	5
4.3 Conformance to process	5
4.4 Full conformance	5
5 Key concepts and application	5
5.1 Key concepts	5
5.1.1 Risk and opportunity	5
5.1.2 Project and organizational specific terminology	5
5.1.3 Systems and software	6
5.1.4 Uncertainty and its relationship to risk	6
5.1.5 Complexity and its relationship to risk	6
5.1.6 Risk management above the project level	6
5.1.7 Purpose and principles for risk management	6
5.2 Application	7
5.2.1 General	7
5.2.2 Application with ISO/IEC/IEEE 15288 or ISO/IEC/IEEE 12207	8
5.2.3 Application with ISO 31000	8
5.2.4 Application with ISO 9001	8
5.2.5 Application with other ISO, IEC, ISO/IEC, and ISO/IEC/IEEE standards	9
6 Risk management process	9
6.1 Purpose	9
6.2 Process	9
6.3 Outcomes	11
6.4 Activities and tasks	11
6.4.1 General	11
6.4.2 Plan risk management	11
6.4.3 Manage the risk profile	12
6.4.4 Analyze risks	13
6.4.5 Treat risks	16
6.4.6 Monitor risks	18
6.4.7 Evaluate the risk management process	18
7 Risk management in life cycle processes	19
7.1 Overview	19
7.2 Risk management in agreement processes	19
7.2.1 General	19
7.2.2 Acquisition process	19
7.2.3 Supply Process	20
7.3 Risk management in organizational project-enabling processes	21
7.3.1 General	21
7.3.2 Life cycle model management process	22
7.3.3 Infrastructure management process	22
7.3.4 Portfolio management process	23
7.3.5 Human resource management process	23

7.3.6	Quality management process.....	24
7.3.7	Knowledge management process	24
7.4	Risk management in technical management processes.....	25
7.4.1	General.....	25
7.4.2	Project planning process.....	25
7.4.3	Project assessment and control process	26
7.4.4	Decision management process.....	27
7.4.5	Risk management process.....	27
7.4.6	Configuration management process.....	28
7.4.7	Information management process	29
7.4.8	Measurement process.....	30
7.4.9	Quality assurance process	30
7.5	Risk management in technical processes.....	31
7.5.1	General.....	31
7.5.2	Business or mission analysis process	31
7.5.3	Stakeholder needs and requirements definition process.....	32
7.5.4	System/Software requirements definition process.....	33
7.5.5	Architecture definition process.....	34
7.5.6	Design definition process.....	35
7.5.7	System analysis process.....	35
7.5.8	Implementation process	36
7.5.9	Integration process.....	37
7.5.10	Verification process.....	37
7.5.11	Transition process	38
7.5.12	Validation process.....	39
7.5.13	Operation process.....	39
7.5.14	Maintenance process.....	40
7.5.15	Disposal process.....	41
7.6	Tailoring process.....	41
7.6.1	Typical risk areas.....	41
7.6.2	Typical opportunity areas.....	42
7.6.3	Typical treatments.....	42
8	Information items	42
8.1	Risk management plan.....	42
8.1.1	Purpose	42
8.1.2	Risk management plan outline.....	42
8.2	Risk treatment plan	44
8.2.1	Purpose	44
8.2.2	Risk treatment plan outline.....	44
	Bibliography	46
	IEEE Notices and Abstract	48

Foreword

ISO (the International Organization for Standardization) and IEC (the International Electrotechnical Commission) form the specialized system for worldwide standardization. National bodies that are members of ISO or IEC participate in the development of International Standards through technical committees established by the respective organization to deal with particular fields of technical activity. ISO and IEC technical committees collaborate in fields of mutual interest. Other international organizations, governmental and non-governmental, in liaison with ISO and IEC, also take part in the work.

The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular, the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the rules given in the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

IEEE Standards documents are developed within the IEEE Societies and the Standards Coordinating Committees of the IEEE Standards Association (IEEE-SA) Standards Board. The IEEE develops its standards through a consensus development process, approved by the American National Standards Institute, which brings together volunteers representing varied viewpoints and interests to achieve the final product. Volunteers are not necessarily members of the Institute and serve without compensation. While the IEEE administers the process and establishes rules to promote fairness in the consensus development process, the IEEE does not independently evaluate, test, or verify the accuracy of any of the information contained in its standards.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO and IEC shall not be held responsible for identifying any or all such patent rights. Details of any patent rights identified during the development of the document will be in the Introduction and/or on the ISO list of patent declarations received (see www.iso.org/patents) or the IEC list of patent declarations received (see <https://patents.iec.c>).

Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

[ISO/IEC/IEEE 16085:2021](http://www.iso.org/iso/iso_16085_2021)

For an explanation of the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT), see www.iso.org/iso/foreword.html.

This document was prepared by Joint Technical Committee ISO/IEC JTC 1, *Information technology*, Subcommittee SC 7, *Systems and software engineering*, in cooperation with the Systems and Software Engineering Standards Committee of the IEEE Computer Society, under the Partner Standards Development Organization cooperation agreement between ISO and IEEE.

This edition cancels and replaces ISO/IEC 16085:2006, which has been technically revised.

The main changes compared to ISO/IEC 16085:2006 are as follows:

- Use common terminology, common process names, and common process structure with ISO/IEC/IEEE 15288:2015 and ISO/IEC/IEEE 12207:2017.
- Improve consistency with ISO 31000:2018, which provides generic principles, framework, and process for managing all forms of risk.
- Provide specialized guidance for performing risk management within the context of systems and software engineering projects.

This document is intended to be used in conjunction with ISO/IEC/IEEE 15288:2015, ISO/IEC/IEEE 12207:2017, ISO 31000 and IEC 31010, and is not a replacement.

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

iTeh Standards
(<https://standards.iteh.ai>)
Document Preview

[ISO/IEC/IEEE 16085:2021](https://standards.iteh.ai/catalog/standards/iso/7df2e52d-0a70-4ee7-a28b-137450e3a009/iso-iec-ieee-16085-2021)

<https://standards.iteh.ai/catalog/standards/iso/7df2e52d-0a70-4ee7-a28b-137450e3a009/iso-iec-ieee-16085-2021>

Introduction

This document is an elaboration standard for the risk management process described in ISO/IEC/IEEE 15288 and ISO/IEC/IEEE 12207. This document provides requirements for the tasks and activities of the risk management process in [Clause 6](#), consistent with these life cycle process International Standards. This document provides a definition of the content of the risk management plan [\(8.1\)](#) and risk treatment plan [\(8.2\)](#). This document also provides guidance for how risk management outcomes, activities, and tasks pertain to other processes.

This document prescribes a continuous process for risk management. [Clause 1](#) provides an overview and the purpose, scope, and field of application. [Clause 2](#) lists the normative references. [Clause 3](#) provides terms and definitions. [Clause 4](#) prescribes conformance criteria. [Clause 5](#) describes key concepts and application with other International Standards. [Clause 6](#) elaborates the risk management process as required by ISO/IEC/IEEE 15288 or ISO/IEC/IEEE 12207. [Clause 6](#) also defines required purpose, outcomes, tasks, and activities of the risk management process for application to systems and software engineering projects in an integrated manner as described in [Clause 7](#) and produces the information products described in [Clause 8](#). [Clause 7](#) suggests some typical risk areas, some typical opportunity areas, and some typical treatments for each life cycle process. [Clause 8](#) prescribes the content for the risk management information items. The Bibliography lists informative references that are either referenced by this document or of interest to users of this document.

iTeh Standards (<https://standards.iteh.ai>) Document Preview

[ISO/IEC/IEEE 16085:2021](#)

<https://standards.iteh.ai/catalog/standards/iso/7df2e52d-0a70-4ee7-a28b-137450e3a009/iso-iec-ieee-16085-2021>

Systems and software engineering — Life cycle processes — Risk management

1 Scope

1.1 Overview

This document:

- provides risk management elaborations for the processes described in ISO/IEC/IEEE 15288 and ISO/IEC/IEEE 12207,
- provides the users of ISO/IEC/IEEE 15288, ISO/IEC/IEEE 12207 and their associated elaboration standards with common terminology and specialized guidance for performing risk management within the context of systems and software engineering projects,
- specifies the required information items that are to be produced through the implementation of risk management process for claiming conformance, and
- specifies the required contents of the information items.

This document provides a universally applicable standard for practitioners responsible for managing risks associated with systems and software over their life cycle. This document is suitable for the management of all risks encountered in any organization or project appropriate to the systems or software projects regardless of context, type of industry, technologies utilized, or organizational structures involved.

This document does not provide detailed information about risk management practices, techniques, or tools which are widely available in other publications. Instead this document focuses on providing a comprehensive reference for integrating the large and wide variety of processes, practices, techniques, and tools encountered in systems and software engineering projects and other lifecycle activities into a unified approach for risk management, with the purpose of providing effective and efficient risk management while meeting the expectations and requirements of organization and project stakeholders.

1.2 Purpose

This document provides information on how to design, develop, implement, and continually improve risk management in a systems and software engineering project throughout its life cycle.

1.3 Field of application

This document is compatible with risk management as described in ISO/IEC/IEEE 15288 and ISO/IEC/IEEE 12207 and can also be applied in conjunction with ISO 31000. Depending on the scope and context of the systems or software engineering project of interest, there are a number of additional International Standards that can be applicable to the risk management effort including ISO 9001. This document is intended to provide additional information useful in implementing a system for integrated risk management for systems and software engineering projects. [5.2](#) discusses in more detail how this document can be applied with other standards.

This document is applicable to:

- project teams which use ISO/IEC/IEEE 15288 and ISO/IEC/IEEE 12207 on projects dealing with man-made systems, software-intensive systems, software and hardware products, and services

related to those systems and products, regardless of organization or project scope, product(s), methodology, size, or complexity;

- project teams performing risk management activities to aid in ensuring that their application of risk management conforms to ISO/IEC/IEEE 15288 and/or ISO/IEC/IEEE 12207;
- project teams using ISO/IEC/IEEE 15289 on projects dealing with human-made systems, software-intensive systems, software and hardware products, and services related to those systems and products, regardless of organization or project scope, product(s), methodology, size, or complexity; and
- project teams generating information items developed during the application of risk management processes to conform to ISO/IEC/IEEE 15289.

This document can be applied in conjunction with ISO 31000 and IEC 31010 to augment risk management performed within the context of ISO/IEC/IEEE 15288 and/or ISO/IEC/IEEE 12207.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO/IEC/IEEE 12207:2017, *Systems and software engineering — Software life cycle processes*

ISO/IEC/IEEE 15288:2015, *Systems and software engineering — System life cycle processes*

3 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

ISO, IEC, and IEEE maintain terminological databases for use in standardization at the following addresses:

<https://standards.iteh.ai>

https://standards.iteh.ai/catalog/standards/iso/7df2e52d_0a70-4ee7-a28b-137450e3a009/iso-iec-ieee-16085-2021

- ISO Online browsing platform: available at <https://www.iso.org/>
- IEC Electropedia: available at <http://www.electropedia.org/>
- IEEE Standards Dictionary Online: available at: <http://dictionary.ieee.org>

NOTE Definitions for other system and software engineering terms typically can be found in ISO/IEC/IEEE 24765, available at www.computer.org/sevocab.

3.1

consequence

outcome of an event affecting one or more *stakeholders* (3.11)

Note 1 to entry: An event can lead to a range of consequences.

Note 2 to entry: A consequence can be certain or uncertain and can have positive or negative effects on *objectives* (3.3).

Note 3 to entry: Consequences can be expressed qualitatively or quantitatively.

Note 4 to entry: Initial consequences can escalate through follow-on effects.

[SOURCE: ISO Guide 73:2009, 3.6.1.3, modified — In the definition, "objectives" has been replaced by "one or more stakeholders"; the notes to entry have been reordered.]

3.2**likelihood**

chance of something happening

Note 1 to entry: In *risk* (3.5) management terminology, the word “likelihood” is used to refer to the chance of something happening, whether defined, measured, or determined objectively or subjectively, qualitatively or quantitatively, and described using general terms or mathematically (such as a probability or a frequency over a given time period).

Note 2 to entry: The English term “likelihood” does not have a direct equivalent in some languages; instead, the equivalent of the term “probability” is often used. However, in English, “probability” is often narrowly interpreted as a mathematical term. Therefore, in risk management terminology, “likelihood” is used with the intent that it should have the same broad interpretation as the term “probability” has in many languages other than English.

[SOURCE: ISO Guide 73:2009, 3.6.1.1]

3.3**objective**

result to be achieved

Note 1 to entry: An objective can be strategic, tactical, or operational.

Note 2 to entry: An objective can relate to different disciplines (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organization-wide, project, product, and process).

Note 3 to entry: An objective can be expressed in other ways, e.g. as an intended outcome, a purpose, an operational criterion, an objective related to *risk* (3.5) management, or by the use of other words with similar meaning (e.g. aim, goal, or target).

Note 4 to entry: Objectives related to risk management are set by the *organization* (3.4), consistent with the risk policy, to achieve specific results.

[SOURCE: ISO/IEC 19770-1:2017, 3.37, modified — In Note 3 to entry, “asset management objective” has been replaced by “objective related to risk management”; the original Note 4 to entry has been replaced by a new one.]

<https://standards.iteh.ai/catalog/standards/iso/7df2e52d-0a70-4ee7-a28b-137450e3a009/iso-iec-ieee-16085-2021>

3.4**organization**

person or group of people that has its own functions with responsibilities, authorities, and relationships to achieve its *objectives* (3.3)

Note 1 to entry: The concept of organization includes, but is not limited to sole-trader, company, corporation, firm, enterprise, authority, partnership, association, charity or institution, or part or combination thereof, whether incorporated or not, public or private.

[SOURCE: ISO 9000:2015, 3.2.1, modified — Note 2 to entry has been removed.]

3.5**risk**

effect of uncertainty on *objectives* (3.3)

Note 1 to entry: An effect is a deviation from the expected — positive or negative. A positive effect is also known as an opportunity.

Note 2 to entry: Objectives can have different aspects (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organization-wide, project, product, and process).

Note 3 to entry: Risk is often characterized by reference to potential events and *consequences* (3.1), or a combination of these.

Note 4 to entry: Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated *likelihood* (3.2) of occurrence.

Note 5 to entry: Uncertainty is the state, even partial, of deficiency of information related to understanding or knowledge of an event, its consequence, or likelihood.

[SOURCE: ISO Guide 73:2009, 1.1, modified — In Note 1 to entry, the last sentence has been added.]

3.6

risk criteria

terms of reference against which the significance of a *risk* (3.5) is evaluated

Note 1 to entry: Risk criteria are based on organizational *objectives* (3.3), and external and internal context.

Note 2 to entry: Risk criteria can be derived from standards, laws, policies, and other requirements.

[SOURCE: ISO Guide 73:2009, 3.3.1.3]

3.7

risk exposure

potential loss presented to an individual, project, or *organization* (3.4) by a *risk* (3.5)

Note 1 to entry: Risk exposure is commonly defined as the product of a probability and the magnitude of a *consequence* (3.1), that is, an expected value or expected exposure."

3.8

risk profile

description of any set of *risks* (3.5)

Note 1 to entry: The set of risks can contain those that relate to the whole *organization* (3.4), part of the organization, or as otherwise defined.

Note 2 to entry: The phrase "as otherwise defined" includes one or more projects.

[SOURCE: ISO Guide 73:2009, 3.8.2.5, modified — Note 2 to entry has been added.]

3.9

risk threshold

measure of the level of uncertainty or the level of impact at which a *stakeholder* (3.11) may have a specific interest

<https://standards.itec.ai/catalog/standards/iso/7df2e52d-0a70-4ee7-a28b-137450e3a009/iso-iec-ieee-16085-2021>

Note 1 to entry: Different risk thresholds can be defined for each risk, risk category or combination of risks, based on differing *risk criteria* (3.6). Below that risk threshold, the *organization* (3.4) will accept the *risk* (3.5). Above that risk threshold, the organization will not tolerate the risk;

3.10

risk tolerance

degree, amount, or volume of *risk* (3.5) that an *organization* (3.4) or individual will withstand

[SOURCE: ISO/IEC/IEEE 24765:2017, 3.3543]

3.11

stakeholder

individual or *organization* (3.4) having a right, share, claim, or interest in a system or in its possession of characteristics that meet their needs and expectations

EXAMPLE End users, end user organizations, supporters, developers, producers, trainers, maintainers, disposers, acquirers, supplier organizations and regulatory bodies.

Note 1 to entry: Some stakeholders can have interests that oppose each other or oppose the system.

[SOURCE: ISO/IEC/IEEE 12207:2017, 3.1.59]

4 Conformance

4.1 Intended usage

This document provides a definition of the content of the risk management plan (8.1) and risk treatment plan (8.2). It also provides requirements for the tasks and activities of the risk management process in [Clause 6](#), consistent with the requirements of ISO/IEC/IEEE 15288 and ISO/IEC/IEEE 12207. Users of this document can claim conformance to the process provisions or to the information item provisions, or both.

NOTE Requirements of this document are marked by the use of the verb “shall”. Recommendations are marked by the use of the verb “should”. Permissions are marked by the use of the verb “may”.

4.2 Conformance to information items

A claim of conformance to information items to this document is equivalent to claiming conformance to the information item content requirements cited in [Clause 8](#).

4.3 Conformance to process

A claim of conformance to the process provisions of this document implies claiming conformance to the risk management process from ISO/IEC/IEEE 15288 and ISO/IEC/IEEE 12207 as elaborated in [Clause 6](#).

4.4 Full conformance

iTeh Standards

A claim of full conformance to this document is equivalent to claiming conformance to the information item content requirements cited in [Clause 8](#) and the risk management process of ISO/IEC/IEEE 15288 and ISO/IEC/IEEE 12207 elaborated in [Clause 6](#).

Document Preview

5 Key concepts and application

[ISO/IEC/IEEE 16085:2021](#)

<https://std.iteh.com/standards/iso/7df2e52d-0a70-4ee7-a28b-137450e3a009/iso-iec-ieee-16085-2021>

5.1.1 Risk and opportunity

In [Clause 3](#), risk is defined as the “effect of uncertainty on objectives.” Risks can be either positive or negative because an effect is a deviation from the expected and therefore can be positive or negative. When the effect is positive, it is often considered an opportunity. Opportunity is used if there is a positive effect from uncertainty.

However, in common usage, risk generally means a negative effect. This document uses this more common interpretation of risk where there is a negative effect. Therefore, treatments will commonly be mitigations. The management and treatment of both risks and opportunities may or may not use the same process or stakeholders. Risks, threats, and opportunities should be understood and managed so as to maximize benefits and minimize negatives.

5.1.2 Project and organizational specific terminology

The precise language used by a specific systems or software engineering project can vary depending on organizational factors and context and may not be fully consistent with the definitions used by this document. In this situation, the project risk management plan should identify, analyze, and address the inconsistencies between the organization’s terminology and the terminology in this document.

5.1.3 Systems and software

It is a fundamental premise of this document that software always exists in the context of a system. Since software does not operate without hardware, the processor upon which the software is executed can be considered as part of the system. Alternatively, hardware or services hosting the software system and handling communications with other systems can also be viewed as enabling systems or external systems in the operating environment.

[ISO/IEC/IEEE 12207:2017 5.2.1]

5.1.4 Uncertainty and its relationship to risk

Risk and uncertainty are related. Higher levels of uncertainty inherent in large complex systems and software engineering projects require commensurate levels of risk management.

The systems and software engineering life cycle processes provide a structure that directly addresses uncertainty by defining, clarifying, communicating, and gaining consensus regarding not only the system-of-interest being realized, but also the processes, activities, resources, and individual roles and responsibilities utilized for its realization.

By integrating risk management with systems and software engineering life cycle processes, risks and uncertainties can be more efficiently and effectively identified, analyzed, and treated.

5.1.5 Complexity and its relationship to risk

Systems which are more complex typically have greater uncertainty. Catastrophic events often result not from a single cause but from interconnected risk factors and cascading failures. Each risk factor taken in isolation might not cause a disaster, but risk factors working in synergy can. Complex, interconnected systems generate many, sometimes unexpected or counterintuitive vulnerabilities. Where a small, localized, single event can trigger cascading failures, then a small, localized, single intervention can also provide a mitigation. In these situations, to adequately perform risk management requires a deep understanding of how the behaviour of a complex system or system of systems emerges from its many constituent parts. Therefore, it is prudent to integrate risk management with the systems and software engineering life cycle processes to more efficiently and effectively manage system complexities and their associated risks.

5.1.6 Risk management above the project level

This document emphasizes risk management at the project level using the ISO/IEC/IEEE 12207 or ISO/IEC/IEEE 15288 processes. ISO 31000 provides material for organizations which are implementing risk management at both the organizational and project level. Because external organizational risks can affect the project, both a project and organizational perspective should be considered when performing risk management.

5.1.7 Purpose and principles for risk management

Integrating risk management with all organizational processes improves the performance of risk management while gaining efficiencies.

ISO 31000 applies to all industries and sectors. Its purpose and basic principle are the creation and protection of value. It is applicable at all levels in any type of organization. In the field of systems and software engineering, the framework for the creation of value is set by ISO/IEC/IEEE 15288 and ISO/IEC/IEEE 12207, the core standards in their field. Within the framework defined by ISO/IEC/IEEE 15288 and ISO/IEC/IEEE 12207, this document's purpose and basic principle are the protection of systems and software engineering value. When the possibility of harm or hazard exists, risk management prioritizes focus on the reduction of the negative outcomes.

These principles derived from ISO 31000 provide guidance on the characteristics of efficient and effective risk management, communicating risk management's value, and explaining risk management's