

IAF BUSINESS INNOVATION SYMPOSIUM (E6)
Strategic Risk Management for Successful Space & Defence Programmes (4)

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RISK MANAGEMENT AT CNES

Abstract

At the time being, the sustainable presence in space is becoming essential to meet national sovereignty issues, to meet major public policy issues including the crucial question of the fight against global warming, and to meet industrial development issues in a context of sustained competition. In this global context, the control of all types of risks in all stages of space systems life cycle is of a paramount importance. In this regard, CNES' organizational and decision-making processes, combined with its top-notch expertise and the increased responsibility of its employees, make it possible to propose, develop and operate efficient and safe space systems that meet the needs of a constantly growing digital economy. However, CNES's innovative approach means that we must take more and more risks and adapt our management methods to make our organizations more agile, accelerate the development of new concepts and services, and implement increasingly complex systems. Therefore, the risk management at top level of CNES's executive management has been developed for more than 10 years. The objective of this paper is to present the methodology and the organization settled to give at CNES top management the means to get a holistic approach of majors' risks and to ensure that all actions are taken to mitigate them. The approach is based upon a top-down process defining a classification of major risks applicable to the French space agency and assessing their credibility through the current risks issued from the conjuncture. Moreover, a bottom-up approach is led in parallel to identify the risks from the different processes defined in the CNES's Management System, in compliance with the ISO 9001 and ISO 14001 standards. So the two kind of risk: the current risk and the process risks are analysed through the same assessment grids in term of criticality and prioritization of mitigation actions. The risk management of CNES is based on a dual control line. The management at all level makes the first line. The second line is made by an independent audit system. All kind of risks are dealt by this organisation: project, financial, security, cybersecurity, safety, ethic. . . For the latest, some considerations will be made on ethic approach at CNES and the risk assessment for the lack of integrity.