

Edition 2.0 2019-06

INTERNATIONAL STANDARD

NORME INTERNATIONALE



Risk management - Risk assessment techniques

Management du risque - Techniques d'appréciation du risque





THIS PUBLICATION IS COPYRIGHT PROTECTED Copyright © 2019 IEC, Geneva, Switzerland

All rights reserved. Unless otherwise specified, no part of this publication may be reproduced or utilized in any form or by any means, electronic or mechanical, including photocopying and microfilm, without permission in writing from either IEC or IEC's member National Committee in the country of the requester. If you have any questions about IEC copyright or have an enquiry about obtaining additional rights to this publication, please contact the address below or your local IEC member National Committee for further information.

Droits de reproduction réservés. Sauf indication contraire, aucune partie de cette publication ne peut être reproduite ni utilisée sous quelque forme que ce soit et par aucun procédé, électronique ou mécanique, y compris la photocopie et les microfilms, sans l'accord écrit de l'IEC ou du Comité national de l'IEC du pays du demandeur. Si vous avez des questions sur le copyright de l'IEC ou si vous désirez obtenir des droits supplémentaires sur cette publication, utilisez les coordonnées ci-après ou contactez le Comité national de l'IEC de votre pays de résidence.

IEC Central Office Tel.: +41 22 919 02 11

3, rue de Varembé info@iec.ch CH-1211 Geneva 20 www.iec.ch Switzerland

About the IEC

The International Electrotechnical Commission (IEC) is the leading global organization that prepares and publishes International Standards for all electrical, electronic and related technologies.

About IEC publications

The technical content of IEC publications is kept under constant review by the IEC. Please make sure that you have the latest edition, a corrigendum or an amendment might have been published.

IEC publications search - webstore.iec.ch/advsearchform

The advanced search enables to find IEC publications by a variety of criteria (reference number, text, technical committee,...). It also gives information on projects, replaced and withdrawn publications.

IEC Just Published - webstore.iec.ch/justpublished

Stay up to date on all new IEC publications. Just Published details all new publications released. Available online and once a month by email.

IEC Customer Service Centre - webstore.iec.ch/csc

If you wish to give us your feedback on this publication or need further assistance, please contact the Customer Service Centre: sales@iec.ch.

Electropedia - www.electropedia.org

The world's leading online dictionary on electrotechnology, containing more than 22 000 terminological entries in English and French, with equivalent terms in 16 additional languages. Also known as the International Electrotechnical Vocabulary (IEV) online.

IEC Glossary - std.iec.ch/glossary

67 000 electrotechnical terminology entries in English and French extracted from the Terms and Definitions clause of IEC publications issued since 2002. Some entries have been collected from earlier publications of IEC TC 37, 77, 86 and CISPR.

A propos de l'IEC

La Commission Electrotechnique Internationale (IEC) est la première organisation mondiale qui élabore et publie des Normes internationales pour tout ce qui a trait à l'électricité, à l'électronique et aux technologies apparentées.

A propos des publications IEC

Le contenu technique des publications IEC est constamment revu. Veuillez vous assurer que vous possédez l'édition la plus récente, un corrigendum ou amendement peut avoir été publié.

Recherche de publications IEC -

webstore.iec.ch/advsearchform

La recherche avancée permet de trouver des publications IEC en utilisant différents critères (numéro de référence, texte, comité d'études,...). Elle donne aussi des informations sur les projets et les publications remplacées ou retirées.

IEC Just Published - webstore.iec.ch/justpublished

Restez informé sur les nouvelles publications IEC. Just Published détaille les nouvelles publications parues. Disponible en ligne et une fois par mois par email.

Service Clients - webstore.iec.ch/csc

Si vous désirez nous donner des commentaires sur cette publication ou si vous avez des questions contactez-nous: sales@iec.ch.

Electropedia - www.electropedia.org

Le premier dictionnaire d'électrotechnologie en ligne au monde, avec plus de 22 000 articles terminologiques en anglais et en français, ainsi que les termes équivalents dans 16 langues additionnelles. Egalement appelé Vocabulaire Electrotechnique International (IEV) en ligne.

Glossaire IEC - std.iec.ch/glossary

67 000 entrées terminologiques électrotechniques, en anglais et en français, extraites des articles Termes et Définitions des publications IEC parues depuis 2002. Plus certaines entrées antérieures extraites des publications des CE 37, 77, 86 et CISPR de l'IEC.



Edition 2.0 2019-06

INTERNATIONAL STANDARD

NORME INTERNATIONALE



Risk management - Risk assessment techniques

Management du risque - Techniques d'appréciation du risque

INTERNATIONAL ELECTROTECHNICAL COMMISSION

COMMISSION ELECTROTECHNIQUE INTERNATIONALE

ICS 03.100.01 ISBN 978-2-8322-6989-3

Warning! Make sure that you obtained this publication from an authorized distributor.

Attention! Veuillez vous assurer que vous avez obtenu cette publication via un distributeur agréé.

This is a preview. Click here to purchase the full publication.

CONTENTS

FC	REWC	RD	6
IN	TRODU	ICTION	8
1	Scop	e	9
2	Norm	native references	9
3	Term	s and definitions	9
4	Core	concepts	. 10
	4.1	Uncertainty	
	4.2	Risk	
5	Uses	of risk assessment techniques	11
6	Imple	ementing risk assessment	. 12
	6.1	Plan the assessment	
	6.1.1		
	6.1.2		
	6.1.3	Engage with stakeholders	13
	6.1.4	Define objectives	13
	6.1.5	Consider human, organizational and social factors	13
	6.1.6		
	6.2	Manage information and develop models	
	6.2.1		
	6.2.2	3	
	6.2.3	, 5	
	6.2.4	1 3 11 7 3	
	6.3	Apply risk assessment techniques	
	6.3.1		
	6.3.2	, ,	
	6.3.3 6.3.4	•	
	6.3.4		
	6.3.6		
	6.3.7	·	
	6.4	Review the analysis	
	6.4.1	•	
	6.4.2		
	6.4.3		
	6.5	Apply results to support decisions	
	6.5.1	Overview	26
	6.5.2	Decisions about the significance of risk	27
	6.5.3	Decisions that involve selecting between options	27
	6.6	Record and report risk assessment process and outcomes	28
7	Sele	cting risk assessment techniques	28
	7.1	General	.28
	7.2	Selecting techniques	29
Ar	inex A (informative) Categorization of techniques	31
	A.1	Introduction to categorization of techniques	31
	A.2	Application of categorization of techniques	31
	A.3	Use of techniques during the ISO 31000 process	37

Annex B (info	rmative) Description of techniques	40
B.1 Te	chniques for eliciting views from stakeholders and experts	40
B.1.1	General	40
B.1.2	Brainstorming	40
B.1.3	Delphi technique	42
B.1.4	Nominal group technique	43
B.1.5	Structured or semi-structured interviews	44
B.1.6	Surveys	45
B.2 Te	chniques for identifying risk	46
B.2.1	General	46
B.2.2	Checklists, classifications and taxonomies	47
B.2.3	Failure modes and effects analysis (FMEA) and failure modes, effects and criticality analysis (FMECA)	
B.2.4	Hazard and operability (HAZOP) studies	50
B.2.5	Scenario analysis	52
B.2.6	Structured what if technique (SWIFT)	54
B.3 Te	chniques for determining sources, causes and drivers of risk	
B.3.1	General	55
B.3.2	Cindynic approach	56
B.3.3	Ishikawa analysis (fishbone) method	
B.4 Te	chniques for analysing controls	60
B.4.1	General	60
B.4.2	Bow tie analysis	
B.4.3	Hazard analysis and critical control points (HACCP)	
B.4.4	Layers of protection analysis (LOPA)	
B.5 Te	chniques for understanding consequences and likelihood	66
B.5.1	General	
B.5.2	Bayesian analysis	
B.5.3	Bayesian networks and influence diagrams	
B.5.4	Business impact analysis (BIA)	
B.5.5	Cause-consequence analysis (CCA)	
B.5.6	Event tree analysis (ETA)	
B.5.7	Fault tree analysis (FTA)	
B.5.8	Human reliability analysis (HRA)	
B.5.9	Markov analysis	
B.5.10	Monte Carlo simulation	
B.5.11	Privacy impact analysis (PIA) / data protection impact analysis (DPIA)	
	chniques for analysing dependencies and interactions	
B.6.1	Causal mapping	
B.6.2	Cross impact analysis	
	chniques that provide a measure of risk	
B.7.1	Toxicological risk assessment	
B.7.2	Value at risk (VaR)	
B.7.3	Conditional value at risk (CVaR) or expected shortfall (ES)	
	chniques for evaluating the significance of risk	
B.8.1	General	94
B.8.2	As low as reasonably practicable (ALARP) and so far as is reasonably	0/1

B.8.3	Frequency-number (F-N) diagrams	96
B.8.4	Pareto charts	98
B.8.5	Reliability centred maintenance (RCM)	100
B.8.6	Risk indices	102
B.9 Te	chniques for selecting between options	103
B.9.1	General	
B.9.2	Cost/benefit analysis (CBA)	
B.9.3	Decision tree analysis	
B.9.4	Game theory	
B.9.5	Multi-criteria analysis (MCA)	
	chniques for recording and reporting	
B.10.1	General	
B.10.2 B.10.3	Risk registers	
B.10.3 B.10.4	Consequence/likelihood matrix (risk matrix or heat map)	
	3-cuives	
bibliography.		119
Figure A.1 –	Application of techniques in the ISO 31000 risk management process [3] .	37
Figure B.1 –	Example Ishikawa (fishbone) diagram	59
Figure B.2 –	Example of Bowtie	61
	A Bayesian network showing a simplified version of a real ecological delling native fish populations in Victoria, Australia	60
	Example of cause-consequence diagram	
_		
_	Example of event tree analysis	
•	Example of fault tree	
_	Example of Markov diagram	
•	Example of dose response curve	
Figure B.9 –	Distribution of value	91
Figure B.10 -	- Detail of loss region VaR values	91
Figure B.11 -	- VaR and CVaR for possible loss portfolio	93
Figure B.12 -	- ALARP diagram	95
Figure B.13 -	- Sample F-N diagram	97
· ·	Example of a Pareto chart	
•	- Part example of table defining consequence scales	
_	- Part example of a likelihood scale	
_		
	- Example of consequence/likelihood matrix	
Figure B.18 -	- Probability distribution function and cumulative distribution function	117
Table A.1 – 0	Characteristics of techniques	31
	echniques and indicative characteristics	
	Applicability of techniques to the ISO 31000 process	
	Examples of basic guidewords and their generic meanings	
	, , , , , , , , , , , , , , , , , , , ,	

Table B.2 – Table of deficits for each stakeholder	57
Table B.3 – Table of dissonances between stakeholders	57
Table B.4 – Example of Markov matrix	80
Table B.5 – Examples of systems to which Markov analysis can be applied	81
Table B.6 – An example of RCM task selection	101
Table B.7 – Example of a game matrix	108

INTERNATIONAL ELECTROTECHNICAL COMMISSION

RISK MANAGEMENT – RISK ASSESSMENT TECHNIQUES

FOREWORD

- 1) The International Electrotechnical Commission (IEC) is a worldwide organization for standardization comprising all national electrotechnical committees (IEC National Committees). The object of IEC is to promote international co-operation on all questions concerning standardization in the electrical and electronic fields. To this end and in addition to other activities, IEC publishes International Standards, Technical Specifications, Technical Reports, Publicly Available Specifications (PAS) and Guides (hereafter referred to as "IEC Publication(s)"). Their preparation is entrusted to technical committees; any IEC National Committee interested in the subject dealt with may participate in this preparatory work. International, governmental and non-governmental organizations liaising with the IEC also participate in this preparation. IEC collaborates closely with the International Organization for Standardization (ISO) in accordance with conditions determined by agreement between the two organizations.
- 2) The formal decisions or agreements of IEC on technical matters express, as nearly as possible, an international consensus of opinion on the relevant subjects since each technical committee has representation from all interested IEC National Committees.
- 3) IEC Publications have the form of recommendations for international use and are accepted by IEC National Committees in that sense. While all reasonable efforts are made to ensure that the technical content of IEC Publications is accurate, IEC cannot be held responsible for the way in which they are used or for any misinterpretation by any end user.
- 4) In order to promote international uniformity, IEC National Committees undertake to apply IEC Publications transparently to the maximum extent possible in their national and regional publications. Any divergence between any IEC Publication and the corresponding national or regional publication shall be clearly indicated in the latter.
- 5) IEC itself does not provide any attestation of conformity. Independent certification bodies provide conformity assessment services and, in some areas, access to IEC marks of conformity. IEC is not responsible for any services carried out by independent certification bodies.
- 6) All users should ensure that they have the latest edition of this publication.
- 7) No liability shall attach to IEC or its directors, employees, servants or agents including individual experts and members of its technical committees and IEC National Committees for any personal injury, property damage or other damage of any nature whatsoever, whether direct or indirect, or for costs (including legal fees) and expenses arising out of the publication, use of, or reliance upon, this IEC Publication or any other IEC Publications.
- 8) Attention is drawn to the Normative references cited in this publication. Use of the referenced publications is indispensable for the correct application of this publication.
- 9) Attention is drawn to the possibility that some of the elements of this IEC Publication may be the subject of patent rights. IEC shall not be held responsible for identifying any or all such patent rights.

International Standard IEC 31010 has been prepared by IEC technical committee 56: Dependability, in co-operation with ISO technical committee 262: Risk management.

It is published as a double logo standard.

This second edition cancels and replaces the first edition published in 2009. This edition constitutes a technical revision.

This edition includes the following significant technical changes with respect to the previous edition:

- more detail is given on the process of planning, implementing, verifying and validating the use of the techniques;
- the number and range of application of the techniques has been increased;
- the concepts covered in ISO 31000 are no longer repeated in this standard.

The text of this International Standard is based on the following documents of IEC:

FDIS	Report on voting
56/1837/FDIS	56/1845/RVD

Full information on the voting for the approval of this International Standard can be found in the report on voting indicated in the above table. In ISO, the standard has been approved by 44 P members out of 46 having cast a vote.

This document has been drafted in accordance with the ISO/IEC Directives, Part 2.

The committee has decided that the contents of this document will remain unchanged until the stability date indicated on the IEC website under "http://webstore.iec.ch" in the data related to the specific document. At this date, the document will be

- reconfirmed,
- withdrawn,
- replaced by a revised edition, or
- amended.

IMPORTANT – The 'colour inside' logo on the cover page of this publication indicates that it contains colours which are considered to be useful for the correct understanding of its contents. Users should therefore print this document using a colour printer.

INTRODUCTION

This document provides guidance on the selection and application of various techniques that can be used to help improve the way uncertainty is taken into account and to help understand risk.

The techniques are used:

- where further understanding is required about what risk exists or about a particular risk;
- within a decision where a range of options each involving risk need to be compared or optimized;
- within a risk management process leading to actions to treat risk.

The techniques are used within the risk assessment steps of identifying, analysing and evaluating risk as described in ISO 31000, and more generally whenever there is a need to understand uncertainty and its effects.

The techniques described in this document can be used in a wide range of settings, however the majority originated in the technical domain. Some techniques are similar in concept but have different names and methodologies that reflect the history of their development in different sectors. Techniques have evolved over time and continue to evolve, and many can be used in a broad range of situations outside their original application. Techniques can be adapted, combined and applied in new ways or extended to satisfy current and future needs.

This document is an introduction to selected techniques and compares their possible applications, benefits and limitations. It also provides references to sources of more detailed information.

The potential audience for this document is:

- anyone involved in assessing or managing risk;
- people who are involved in developing guidance that sets out how risk is to be assessed in specific contexts;
- people who need to make decisions where there is uncertainty including:
 - those who commission or evaluate risk assessments,
 - those who need to understand the outcomes of assessments, and
 - those who have to choose assessment techniques to meet particular needs.

Organizations that are required to conduct risk assessments for compliance or conformance purposes would benefit from using appropriate formal and standardized risk assessment techniques.

RISK MANAGEMENT – RISK ASSESSMENT TECHNIQUES

1 Scope

This International Standard provides guidance on the selection and application of techniques for assessing risk in a wide range of situations. The techniques are used to assist in making decisions where there is uncertainty, to provide information about particular risks and as part of a process for managing risk. The document provides summaries of a range of techniques, with references to other documents where the techniques are described in more detail.

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 Guide 73:2009, Risk management – Vocabulary

ISO 31000:2018, Risk management - Guidelines

3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 31000:2018, ISO Guide 73:2009 and the following apply.

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

- IEC Electropedia: available at http://www.electropedia.org/
- ISO Online browsing platform: available at http://www.iso.org/obp

3.1

likelihood

chance of something happening

Note 1 to entry: In risk 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 31000:2018, 3.7]

3.2

opportunity

combination of circumstances expected to be favourable to objectives

Note 1 to entry: An opportunity is a positive situation in which gain is likely and over which one has a fair level of control.

This is a preview. Click here to purchase the full publication.