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Managing risk in projects - Application guidelines

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INTERNATIONAL ELECTROTECHNICAL COMMISSION

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Managing risk in projects - Application guidelines

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.
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IEC 62198 has been prepared by IEC technical committee 56: Dependability. It is an International Standard.

This third edition cancels and replaces the second edition, published in 2013, and constitutes a technical revision.

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

a) now aligned with ISO 31000, *Risk management – Guidelines* and ISO 21502, *Project, programme and portfolio management – Guidance on project management* [1][1].

b) the principles and generic guidelines on managing risk in projects have been updated to take into account developments in risk management and leadership, with particular reference to implementing risk management within the broad scope of project management envisaged by ISO 21502, including project-related oversight and direction by the sponsoring organization.

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

Draft	Report on voting
56/2058/FDIS	56/2081/RVD

Full information on the voting for its approval can be found in the report on voting indicated in the above table.

The language used for the development of this International Standard is English.

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INTRODUCTION

Every project involves ~~uncertainty and~~ risk. Project risks can be related to the objectives of the project itself or to the objectives of the assets, products or services the project creates. This document provides guidelines for managing risks in a project in a systematic, effective, efficient and consistent way.

Risk management includes the coordinated activities to direct and control an organization with regard to risk. ISO 31000, *Risk management – ~~Principles and~~ Guidelines*, describes:

a) the principles for effective risk management,

b) the framework that provides the foundations and organizational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout an organization, and

c) a process for managing risk that can be applied to all types of risk in any organization.

This document shows how those general principles and guidelines apply to managing uncertainty, threats and opportunities in projects. It applies to all kinds of projects and project management processes. When applying this document in conjunction with flexible or agile project management processes, the project's objectives, requirements and specifications are expected to evolve as the project progresses. The application of this document can be adjusted in these circumstances.

This document is relevant to individuals and organizations concerned with any or all phases in the life cycle of projects. It can also be applied to sub-projects and to sets of inter-related projects and programmes.

The application of this document ~~needs to~~ can be tailored to each specific project by taking into consideration factors such as context, objectives and requirements. Therefore, it is ~~considered inappropriate~~ not in the scope of this document to impose a certification system for risk management practitioners.

The guidance provided in this document is not intended to override existing industry-specific standards, although the guidance can be helpful in such instances.

1 Scope

This document provides principles and generic guidelines on managing risk ~~and uncertainty~~ in projects. In particular it describes a systematic approach to managing risk in projects based on ISO 31000~~, *Risk management – Principles and guidelines*~~.

Guidance is provided on the principles for managing risk in projects, the framework and organizational requirements for implementing risk management, and the process for conducting effective risk management.

~~This standard is not intended for the purpose of certification.~~

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 31000, *Risk management – ~~Principles and~~ Guidelines*

IEC 62198

Edition 3.0 2025-06

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NORME INTERNATIONALE

Managing risk in projects – Application guidelines

Gestion des risques liés à un projet – Lignes directrices pour l'application

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ISO 31000, *Risk management – Guidelines*

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COMMISSION ÉLECTROTECHNIQUE INTERNATIONALE

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Gestion des risques liés à un projet - Lignes directrices pour l'application

AVANT-PROPOS

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L'IEC 62198 a été établie par le comité d'études 56 de l'IEC: Sûreté de fonctionnement. Il s'agit d'une Norme internationale.

Cette troisième édition annule et remplace la deuxième édition, parue en 2013, et constitue une révision technique.

Cette édition inclut les modifications techniques suivantes par rapport à l'édition précédente:

a) alignement avec l'ISO 31000, *Management du risque – Lignes directrices* et l'ISO 21502, *Management de projets, programmes et portefeuilles – Recommandations sur le management de projets* [1][1];

b) mise à jour des principes et lignes directrices génériques concernant le management du risque dans les projets, afin de tenir compte des développements en matière de management du risque et de leadership, avec une référence particulière à la mise en œuvre du management du risque dans le domaine d'application étendu du management de projet envisagé par l'ISO 21502, comprenant la supervision et la direction liées au projet proposées par l'organisme commanditaire.

Le texte de cette Norme internationale est issu des documents suivants:

Projet	Rapport de vote
56/2058/FDIS	56/2081/RVD

Le rapport de vote indiqué dans le tableau ci-dessus donne toute information sur le vote ayant abouti à son approbation.

La langue employée pour l'élaboration de cette Norme internationale est l'anglais.

Ce document a été rédigé selon les Directives ISO/IEC, Partie 2, il a été développé selon les Directives ISO/IEC, Partie 1 et les Directives ISO/IEC, Supplément IEC, disponibles sous www.iec.ch/members_experts/refdocs. Les principaux types de documents développés par l'IEC sont décrits plus en détail sous www.iec.ch/publications.

Le comité a décidé que le contenu de ce document ne sera pas modifié avant la date de stabilité indiquée sur le site Web de l'IEC sous webstore.iec.ch dans les données relatives au document recherché. À cette date, le document sera

- reconduit,
- supprimé, ou
- révisé.

[1] Les chiffres entre crochets se réfèrent à la Bibliographie.

INTRODUCTION

Chaque projet implique des risques. Les risques d'un projet peuvent être liés aux objectifs du projet lui-même ou aux objectifs des actifs, produits ou services que crée le projet. Le présent document donne les lignes directrices pour manager les risques au sein d'un projet de façon systématique, efficace, efficiente et cohérente.

Le management du risque comprend les activités coordonnées dans le but de diriger et maîtriser un organisme vis-à-vis du risque. L'ISO 31000, *Management du risque – Lignes directrices*, décrit:

a) les principes pour un management efficace du risque;

b) le cadre qui fournit les fondements et dispositions organisationnelles présidant à la conception, la mise en œuvre, la surveillance, la revue et l'amélioration continue du management du risque au à travers tout l'organisme; et

c) un processus de management du risque applicable à tous les types de risque, pour tout organisme.

Le présent document montre comment ces principes et lignes directrices à caractère général s'appliquent à la gestion de l'incertitude, des menaces et des opportunités dans les projets. Ils s'appliquent à tous les types de projets et de processus de management de projet. Lorsque le présent document est appliqué conjointement avec des processus flexibles ou agiles de management de projet, les objectifs, exigences et spécifications inhérents au projet ont vocation à évoluer à mesure de l'avancée du projet. L'application du présent document peut être ajustée en pareilles circonstances.

Le présent document s'adresse aux individus et organismes concernés par tout ou partie des phases du cycle de vie d'un projet. Il peut également s'appliquer à des sous-projets et à des ensembles de projets et de programmes en interrelation.

L'application du présent document peut être ajustée à chaque projet spécifique, en considérant des facteurs tels que le contexte, les objectifs et les exigences. Par conséquent, il n'est pas dans le domaine d'application du présent document d'imposer une procédure de certification aux praticiens du management du risque.

Les lignes directrices fournies dans le présent document n'ont pas pour objet de remplacer les normes existantes spécifiques à un secteur industriel, même si elles peuvent s'avérer utiles dans ces cas.

1 Domaine d’application

Le présent document donne les principes et lignes directrices génériques concernant le management du risque dans les projets. Il présente en particulier une démarche systématique de management du risque s’appuyant sur l’ISO 31000.

Les lignes directrices concernent les principes de management du risque dans les projets, le cadre et les exigences organisationnelles de mise en œuvre du management du risque, et le processus visant à assurer un management efficace du risque.

2 Références normatives

Les documents suivants sont cités dans le texte de sorte qu’ils constituent, pour tout ou partie de leur contenu, des exigences du présent document. Pour les références datées, seule l’édition citée s’applique. Pour les références non datées, la dernière édition du document de référence s’applique (y compris les éventuels amendements).

ISO 31000, *Management du risque – Lignes directrices*