Enterprise Risk Management

Challenges and Solutions

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Establish Analytical Systems and Tools

Trade Spaces

Passenger Satisfaction

Industry Vitality

Operational Efficiency

Security Effectiveness

Fiscal / Policy

Information

Governance

Business Operations

Risk Categories

Implementation Plan / Create & Track Milestones

Develop Policies and Procedures

Implement Risk Metrics & Indicators

Build Organizational Capacity

Establish Integrated ERM Framework

Improve Management of Strategic Risk

ERM Culture Surveys

ERM Team Training

Community of Practice

ERM Liaison Training

ERM IPT Training

ERM Certification

General ERM Training

ERM Core Competency

Maturity Assessments

ERM Culture Surveys

Risk Appetite

Risk Lexicon

Risk Taxonomy

Maturity Model

Implementation Plan

Governance

Policy Manual

Practitioners Guide

ERM IPT Training

ERM Liaison Training

ERM Core Competency

Maturity Assessments

ERM Culture Surveys
Establishing ERM’s Value Proposition

Engaging your organization is an evolving process that requires steady refinement and cultural awareness to add value and avoid potential pitfalls.

- Know business of the agency and how to provide value
- Partner at multiple levels
  - Senior leadership
  - Leadership
  - Manager
  - Staff
- Provide opportunities to connect individuals
- Bring everyone to the table for consensus

Engaging your organization is an evolving process that requires steady refinement and cultural awareness to add value and avoid potential pitfalls.
Example: Developing an Enterprise Risk Profile that Informs Decision Making Processes

- Interviews of Senior Executives and Directors to identify Risks
- Updates from various sources*
- Dialogue with Risk Committee to prioritize risks
- Meeting with Steering Committee to finalize risk scores

**Lessons Learned**

- It’s important to communicate that risk scores are a way to identify/estimate the most important risks to the organization – vs. serving as an evaluative score card
- Tone at the top is key for developing a culture of transparency and risk awareness

Commissioner, Deputy Commissioners & ACs

Commissioner & Deputy Commissioners

Resource Prioritization Tactical Plans, etc.
## ERM Survival Challenges

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| Culture Change      | 1. “Risks” are bad!  
2. If I have risks, the program is managed poorly  
3. Siloed risk management practices  
4. Non-standard approaches  
5. Someone else’s job | 1. Executive level sponsorship and communication  
2. Top-down and bottom-up implementation  
3. Risk Management as part of Project Management training  
4. On-demand training for risk managers  
5. Role-based risk management training  
6. Tools, templates, and guides for standardized processes  
7. Integration of risk management practices into core portfolio management processes |
| Risk Data Transparency | 1. Risk data held closely and not disclosed  
2. Concerns about disclosure to oversight  
3. Cross program dependencies without complete information | 1. Implementation of an Enterprise Risk Management tool to house risk data  
2. Alignment between risk and program portfolios in the same enterprise tool  
3. Established Project and Risk Management User Group meetings to share best practices  
4. Provided full access to the Risk Database for all risk managers across the enterprise (*wanted by us, demanded by them*)  
5. Required element in all Program and Project Management Reviews |
Questions and Answers

Enterprise Risk Management

Challenges and Solutions