

# Integrating ERM, Strategy and Performance

7 November 2016

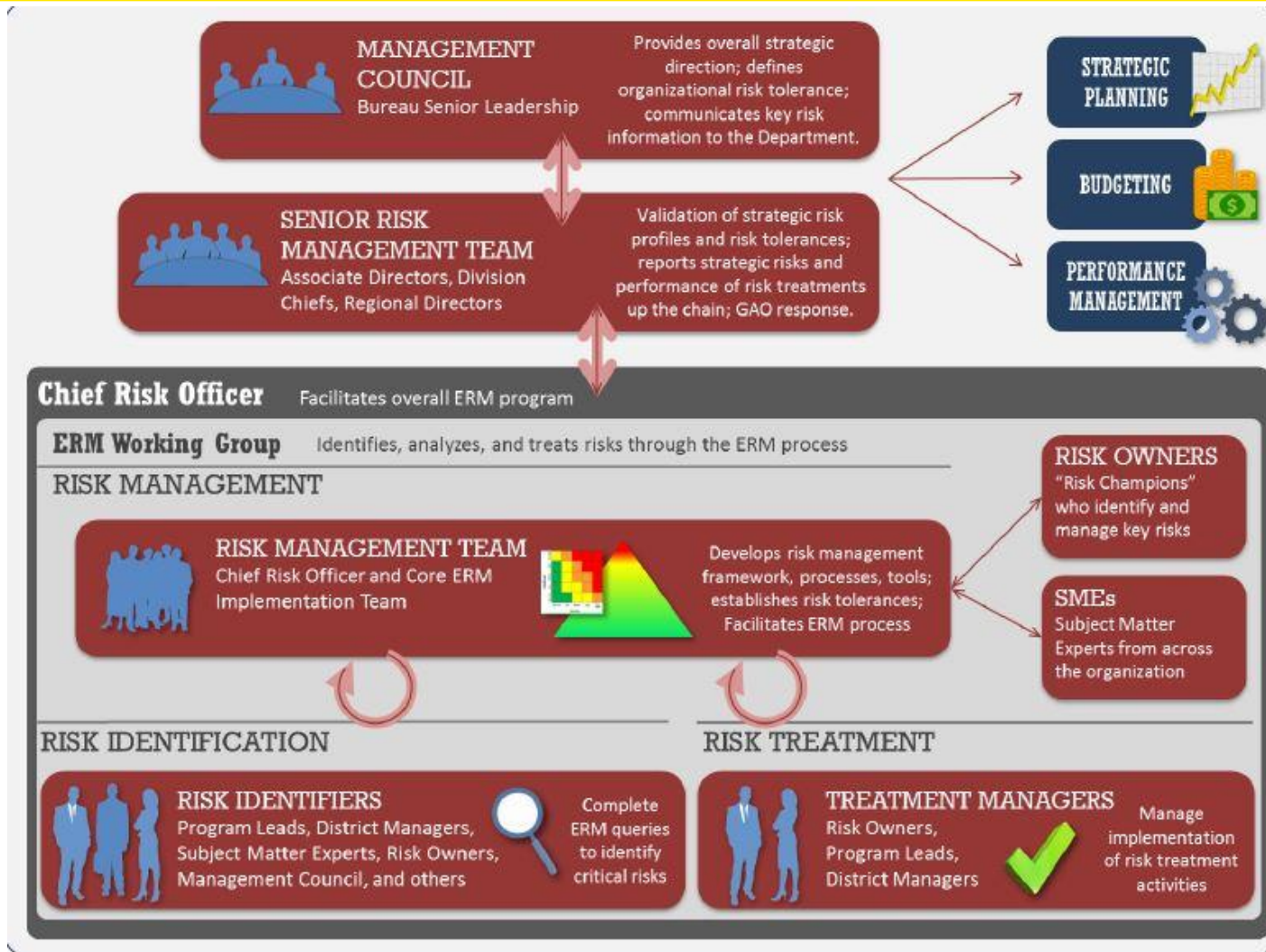


# Performance and strategic reviews timeline

| Date                | Activity  |
|---------------------|---|
| February-May 2016   | Agency begins internal review on each strategic objective of their FYs 2014-2018 Strategic Plan   |
| May-June 2016       | Agencies provide OMB a Summary of Findings for each strategic objective   |
| July-September 2016 | OMB provides initial feedback on Summary of Findings  |
| February-May 2017   | Agency begins internal review on each strategic objective of their FYs 2014-2018 Strategic Plan   |
| March-May 2017*     | *FY 2018 Annual Performance Plan<br>*FY 2016 Annual Performance Report containing progress updates for each strategic objective   |
| June 2, 2017        | Agencies provide OMB a Summary of Findings for each strategic objective that includes discussion of agency risk profile assessment<br>Agencies submit to OMB initial draft Strategic Plan for FYs 2018-2022 (see Section 230) |
| June 30, 2017       | Agencies will have received initial feedback from OMB on initial draft Strategic Plan   |
| September 2017      | Agencies submit full draft of Strategic Plan  |
| November 2017       | Agencies will have received feedback from OMB on full draft of Strategic Plan   |
| December 22, 2017   | Final draft Strategic Plan submitted to OMB for clearance   |
| February 2018       | Agencies publish FYs 2018-2022 Strategic Plan concurrent with FY 2019 President's Budget  |

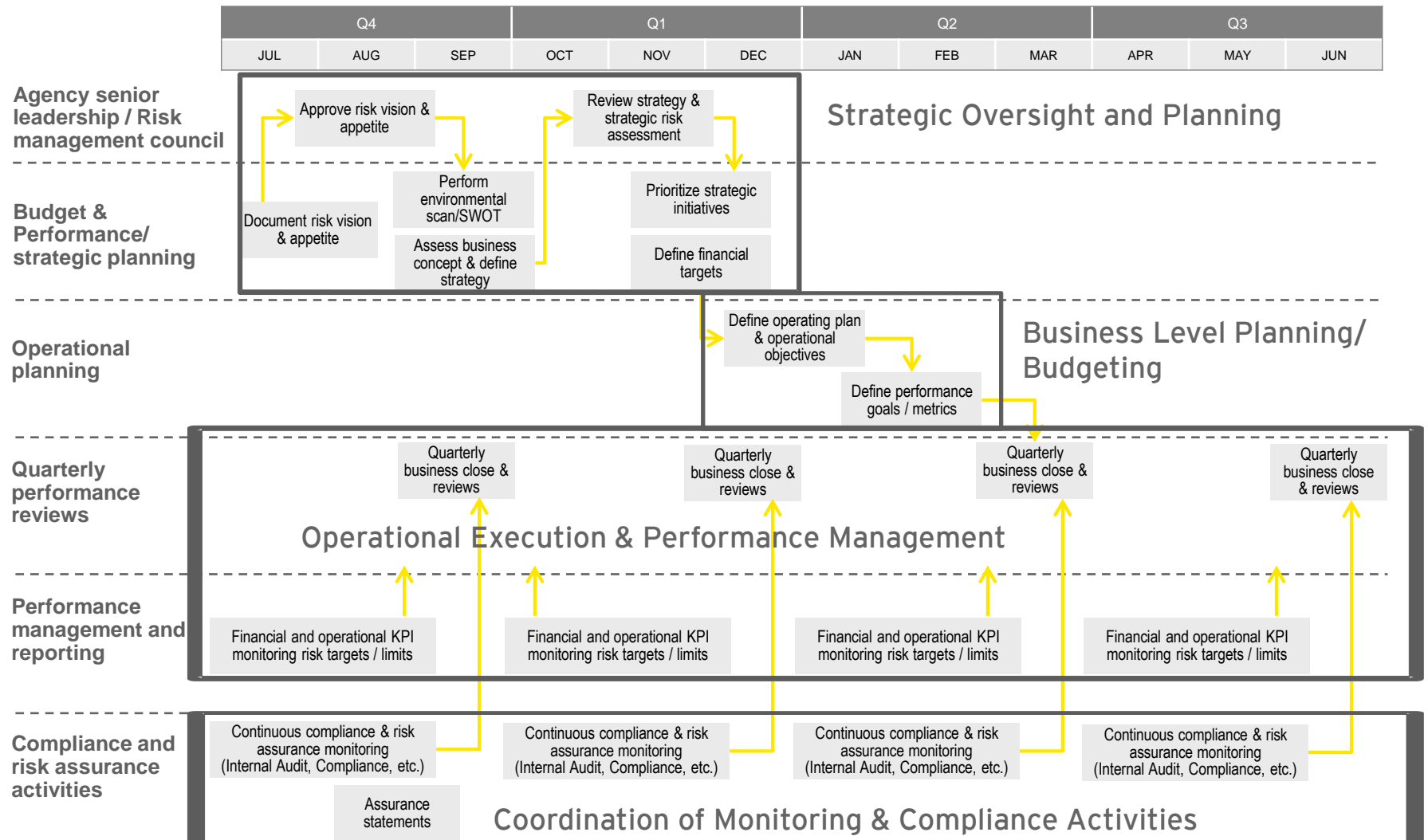
Source: OMB Circular A-11, Section 270

# Organizational Chart Example



Source: ERM Playbook

# Embedding risk-enabled decision-making into the existing rhythm of your operations



# Enterprise Risk Management – Aligning Risk with Strategy and Performance (COSO Framework)



## Consider

- Execution risk that bubbles up to become **risk to the strategy**
- The risk expectations **from the strategy**, the risk profiles and base assumptions tied to the selected strategy; and
- The risk **of the strategy** not aligning with the organization’s mission, vision and values

Source: COSO ERM Exposure Draft

# Q&A/wrap-up

