Results of RiskCamp – Group 1

THEME FOR DISCUSSION: Countries experiences in Risk Management

Topic 1: Risk Management Culture

- What are the main barriers to implement Risk Management within your organizations related to? (culture, technology, skills, resources, commitment, etc.)

Lack of: commitment, mandatory law, technology, skills, and trainings, information provider, glossary, and bad communication plan.

_____

Sense of belonging – part of organization, follow-up/cycle

_____

Sense making

_____

Topic 2: Integration with Statistical Quality Management

- How does Risk Management affect statistical quality management and efficiency in statistical production processes?

Holistic approach/complete vision

_____

Enhancing transparency

_____

Treatments/reporting

_____

Control system/risk management

_____

Audit on validation

_____

Not included in quality plans

_____

Different commitments (control/risk) – Integration of ICT

_____

Topic 3: Stakeholders' empowerment

- How does or could Risk Management affect reputation against internal as well as external stakeholders?

Reputation: reputation as risk and as effect, stakeholder trust, assessing risk on reputation

_____

Communication plan:

_____

Internal – sort priorities

_____

External – council of users , products analysis considering risks

_____
Formalizing communication
_____

Topic 4: Risk Management & Change Management

- Is Risk Management System implementation embedded into a wider Change Management process?

Risk management embedded in change management
_____

Change
_____

Starting from specific areas - GSBPM

Conclusion from the discussion on Risk Management

Which are the 3 most relevant issues learned from the discussion that an organization should take into account when developing its own Risk Management process?

№	Issue	Action
1	Importance of commitment	National regulations that enforce Risk Management Objective of importance
2	Use of resources	Necessity to have qualified resources Specialiased training Education of personnel Technology
3	Integration	Standardizing internal processes and procedures

Results of the group work – Group 2

THEME FOR DISCUSSION: Countries experiences in Risk Management

Topic 1: Risk Management Culture

- What are the main barriers to implement Risk Management within your organizations related to? (culture, technology, skills, resources, commitment, etc.)

Commitment – top management
_____

Resources – time (to invest…)
_____

Culture
_____

Movement from compliance to effectiveness
_____

- Could the Risk Management practice promote employees' sense of belonging within the organization?

_____

Taking into account statistical production processes – the risk management is a part of the quality management
_____

Being focused on: commitment, specific training
_____

Risk management in planning and control system - yes
_____

Topic 2: Integration with Statistical Quality Management

- How does Risk Management affect statistical quality management and efficiency in statistical production processes?

It is part of the statistical production process so we should focus on commitment, and specific trainings
_____

Topic 3: Stakeholders' empowerment

- How does or could Risk Management affect reputation against internal as well as external stakeholders?

_____

Reputation and brand are very important

_____

We need categories of stakeholders:
- Important involvement
- What is the input/ what is the output?

_____

Topic 4: Risk Management & Change Management

- Is Risk Management System implementation embedded into a wider Change Management process?

_____

What was first the RM or CM? There is no consensus in the group.
_____

They both leading to improvement and modernization
_____

Issue of Radical change!
_____

Results of RiskCamp – Group 3

Conclusion from the discussion on Risk Management

Which are the 3 most relevant issues learned from the discussion that an organization should take into account when developing its own Risk Management process?

Many issues were discussed, including merits of including RM as part of the European code of practice

№	Issue	Action
1	RM should link to quality management	Close link between RM and quality management Process, project and strategic levels, including covering change management
2	RM should be seen and managed as an opportunity	We should communicate efforts of good RM to all stakeholders, because often RM is seen as something that we have to do, and has negative connotation We should try to sell benefits that RM brings to organisation
3	Strong commitment from top management	Top management resource RM RM champion in the organisation Training and development at all levels in the organisation

Results of the group work – Group 4

THEME FOR DISCUSSION: Countries experiences in Risk Management

Topic 1: Risk Management Culture

- What are the main barriers to implement Risk Management within your organizations related to? (culture, technology, skills, resources, commitment, etc.)

  - Stakeholders, resistance to change
  - Tone at the top (need executive support and commitment); external bureaucracy; viewed as extra work or another form of evaluation
  - Technology, i.e., application of tool
  - Viewed a negative or weakness
  - Lack of resources, dedicated
  - Ownership of risks
  - Awareness, training
  - Resistance to change

- Could the Risk Management practice promote employees' sense of belonging within the organization?

  - Gives people a sense of belonging
  - Innovate and actively identify risks
  - Establish risk appetite
  - Establishing behaviors (from the top) we need to take risks to innovate
  - Helps establish parameters from the top down
  - Offsets risk aversion
  - Can connect between process & risks, leaving people more informed about impacts of their actions – target middle managers

Topic 2: Integration with Statistical Quality Management

- How does Risk Management affect statistical quality management and efficiency in statistical production processes?

  - Linking quality review with risk management, i.e., audit
  - Risk assessment
  - Align management assessments to risk
  - Creating risks where none exists
  - Quality reviews inform risks (or validates them)
  - Identify risks via reviews
  - Informs mitigations and investments

- In your organization, does planning and control system include risk management?

- Code of practice
- Value engineering assessment
- Annual assessment

Topic 3: Stakeholders' empowerment

- How does or could Risk Management affect reputation against internal as well as external stakeholders?

  - Reputation
  - Risk management prompts you to put safeguards in place
  - Prompts proactive efforts to maintain reputation

Topic 4: Risk Management & Change Management

- Is Risk Management System implementation embedded into a wider Change Management process?

  - Uncovers/communicates weaknesses
  - Improves planning
  - Awareness of opportunities
  - Strengthening
  - Business Continuity Management
  - Stimulates process improvement
  - Reorganization via modernization initiation brought risk management into the forefront
  - Risk management is moving to agile development

- Might the information coming from the Risk Management process result in changes within your organization (culture, competencies, production processes, etc.)?

  - Program & project management are risk mitigating activities
  - Risk management causes organizations to take more risks
  - Conclusion from the discussion on Risk Management
  - Which are the 3 most relevant issues learned from the discussion that an organization should take into account when developing its own Risk Management process?

Conclusion from the discussion on Risk Management

Which are the 3 most relevant issues learned from the discussion that an organization should take into account when developing its own Risk Management process?

№	Issue	Action
1	Culture	Tone from the top/ senior level buy-in Commitment from top managers Dedicated resources Communication Motivation Benefits of risk management should be clear and shown in the positive light
2	Change	Improved control Positive risks, i.e opportunities Agile development, integrate risk management into the change management Consider AH. data sources
3	Appetite	Assess at organization level Define how organization should behave, break down by parameters Develop multiple appetites (as appropriate)