Werner Holzer
Risk Management
Statistics Austria

Risk Management in Statistics Austria

Geneva,
25-26/04/2016

UNECE-Workshop on Risk Management Practices in Statistical Organisations

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- Introduction, background
- Risk Management System in Statistics Austria
  - Institutional setup, Governance
- Tool and methods used: OBSERVAR© focus on success
- Current practices
  - Risk Identification - Risk Assessment
  - Risk Mitigation – Monitoring - Reporting
- Summary: Lessons learned, future plans

Introduction, background (1)

- **Statistics Austria**
  - separated from public administration since January 2000
  - Federal Institution under Public Law (Federal Statistics Act 2000)

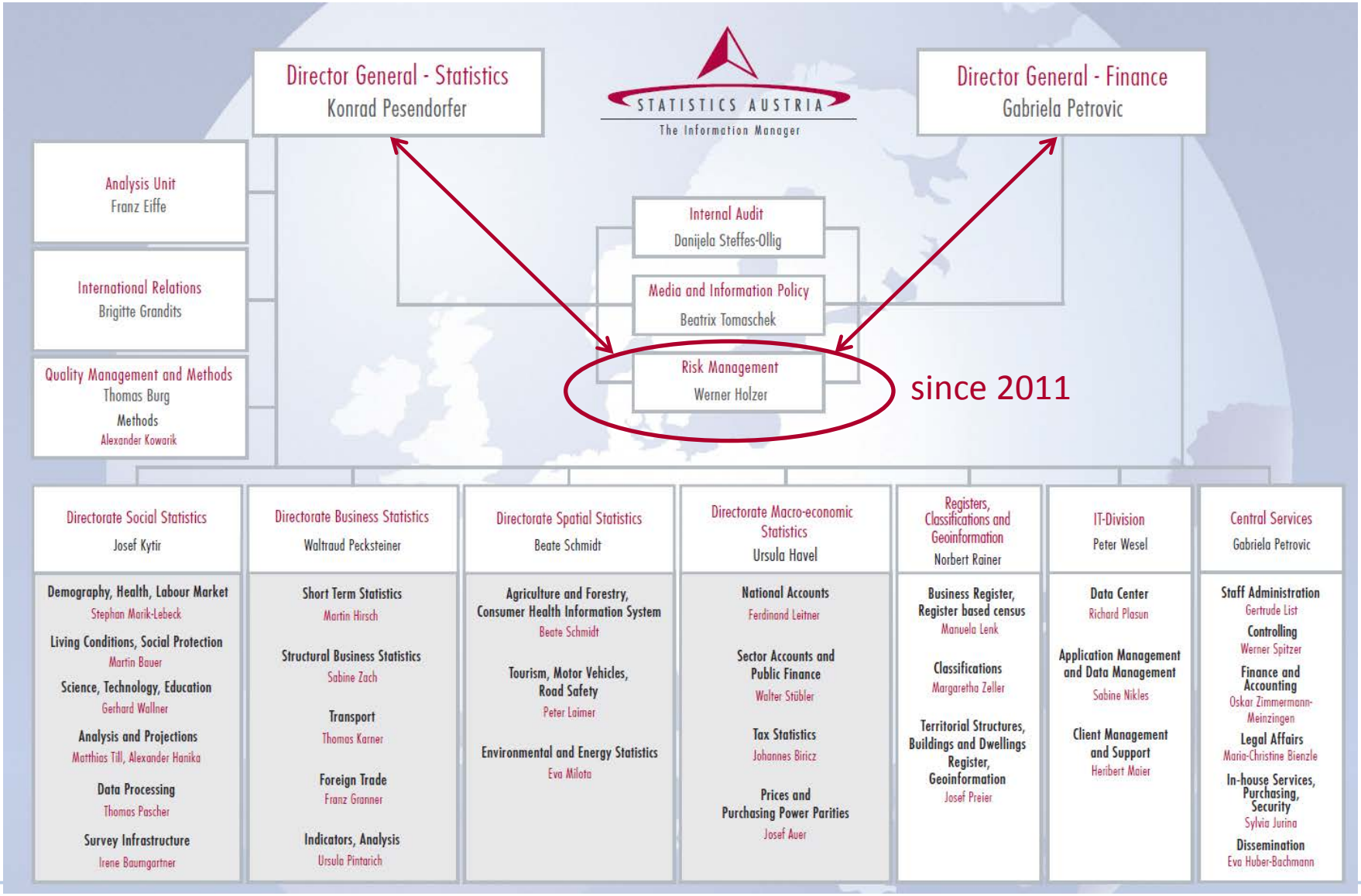
15 Technical Sub-Committees

Introduction, background (2)

- **Legal obligations** for Statistics Austria concerning Risk Management (RM) and Internal Control System (ICS)
  - Article 43, Federal Statistics Act 2000 resp. Article 243, Austrian Business Enterprise Code (Unternehmensgesetzbuch, UGB) (RM)*)
  - Article 38 (3), Federal Statistics Act 2000 (ICS)
  - Article 67 (1) lit. 2, Federal Budget Act 2013: Risk Controlling (RM)
- Statistics Austria has to comply with the **Federal-Public Corporate Governance Code** (RM incl.)
- Recommendation of the **Austrian Court of Auditors** to Statistics Austria for implementation of RM and ICS
- **Self-commitment** (ESS and national requirements, compliance, quality etc.)

*) Annual financial statements, management report (incl. reporting on RM and ICS)

Risk Management System – Institutional setup, Governance (1)



Risk Management System – Institutional setup, Governance (2)

Tasks of the Risk Manager in Statistics Austria:

- Risk Management (RM)
  - corporation-wide (strategic level)
  - for specific statistical projects/processes
- Internal Control System (ICS)
  - operational processes
- Compliance Management System (CMS)

→
- Risk Identification
- Risk Assessment
- Risk Mitigation
- Monitoring, Audits
- Reporting

- Implementation of Strategy 2020 (Statistics Austria, ESS Vision 2020 (VIN))

→
- Monitoring
- Reporting
- Lead of Impl. Projects

- Horizontal projects, analyses and optimisation of processes

Risk Management System – Institutional setup, Governance (3)

Management (DG)

- responsible for ensuring an appropriate risk management

Risk owners

- have overall responsibility for specific risk areas
- responsible for risk mitigation actions, reporting

Risk Management cooperation

- RM: Supplement to the existing management and supporting system for the top management
- close cooperation of RM, QM Unit (Quality Audits), Internal Audit Unit, Controlling Unit, Data Protection Officer, IT Security Officer etc.

Tool and methods used: OBSERVAR© (1)

focus on success

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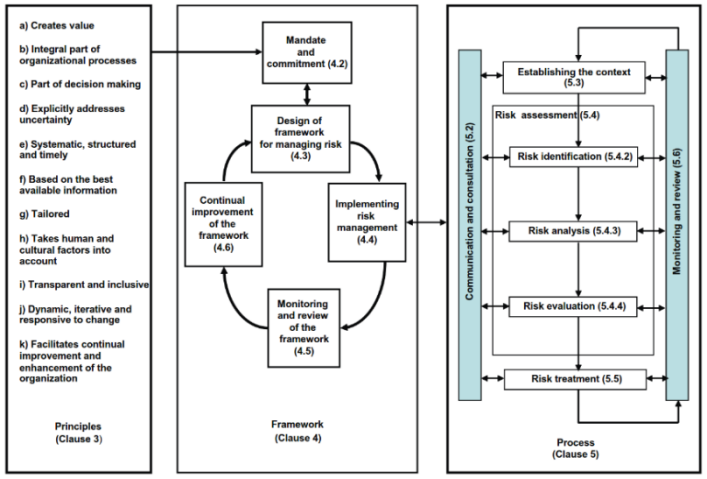
The Information Manager

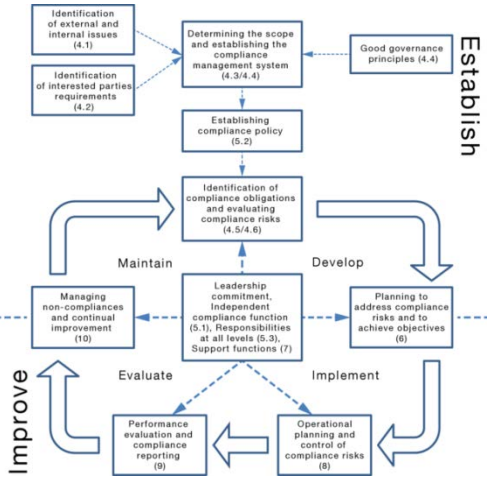
- Specialised, user-friendly and scalable software product
- covering over 25 modules for EGRC (Enterprise Governance, Risk and Compliance) and MIS (Management Information System) solutions
- web-based, integration of RM, ICS and CMS
- integrates the criterias of relevant standards and frameworks:

ISO 31000 ERM



COSO II ERM & Internal Control

ISO 19600 (Compliance Management)



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Tool and methods used: OBSERVAR© (2)

OBSERVAR© focus on success

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Milestones 2009-2016

- 2009: First assessment of strategic and operational risks with OBSERVAR
- 2010: Evaluation of other software products
- Nov. 2010: First risk workshop with the new web-based Version of OBSERVAR
- 2011: Implementation of 4 Modules (Qualitative Risk Assessment, Quantitative Risk Assessment, Process Module, Project Module)
- 2014: Compliance-Module added
- 2011-April 2016: 5 Risk workshops, ongoing risk controlling

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Tool and methods used: OBSERVAR© (3)

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The Information Manager

Main screen

OBSERVAR
focus on success

Select one module from the menu and the language to be displayed English

If you encounter problems with the display on your screen - please refresh the page with F5. This can happen after updates if the browser has old settings in the cache. (click on F5)

Managing all relevant basic settings, reference data for all modules and description of the company / users / catalogues etc.	Master	
Analysis of the users reports / accomplished messages and the non-compliances. Managing with modification suggestions. Documentation of functional and design audits.	IKS-ZD, IT-Abt. Risikomanagement (EROM) IKS-Fachstatistik (Dir./Abt.REG) Compliance / Statements	**Process Modules** Reporting and documenting the accomplishment of process steps / periodic controls. Requesting modifications for improvement.
Analysis of the Project status reports and the non-compliances. Managing with modification suggestions. Documentation of Project audits.	Risikomanagement (EROM)	**Project Modules** Reporting and documenting the progress of Projects / degree of conversion of new measures. Requesting modifications for improvement.
Analysis of the qualitative assessment. Prioritization of the Top Opportunities and Top Risks on the basis of configurable Key Figures.	EROM Preparation	**Qualitative Assessments** Completion of questionnaire for qualitative assessment of Opportunities and Risks. Posting comments regarding potential impacts on objectives / targets.
Analysis of the quantitative valuations and generation of reports. Moderation of transparent workshops with key employees - to pin point potentials for better achievement of the objectives.	EROM Assessment	**Quantitative Valuations** Assessing quantitative valuations of potential impacts on objectives / targets (Quantification of Risks and Opportunities). Register existing Processes and define new Projects.

- Logout
- Help
- Admin Contact
- Change Password
- User Account Profile
- My own notes
- About Observar Suite
- Switch to new cockpit layout

Current due messages

Normal user overall lists

High level user overall lists

Different roles

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Current practices - Risk Identification (1)

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Risk Identification | Risk Assessment | Risk Mitigation | Monitoring | Reporting

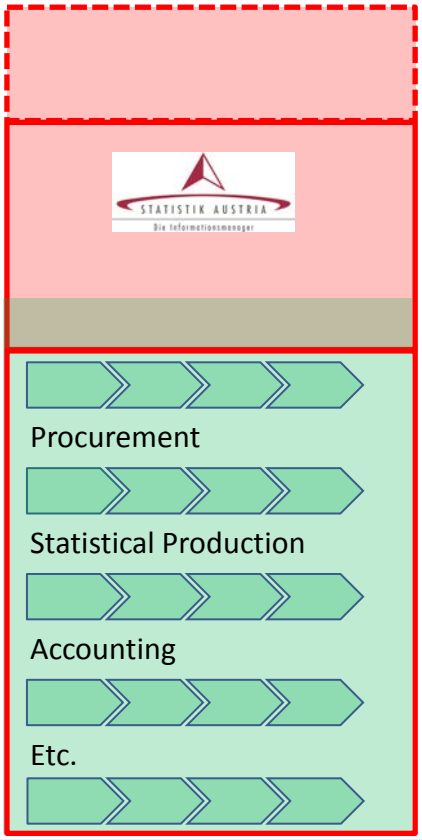
- Risk identification and risk assessment are carried out in **workshops** with external assistance (Co. OBSERVAR)
  - RM: corporation-wide risks (strategic level) – biennially
  - ICS: risk in operational processes – biennially
  - CMS: compliance risks – lower frequency
- by the **management team** (risk owners):
  DG Finance, DG Statistics, Directors, Heads of Departments, Risk Manager, Quality Manager, Heads of Units of the Central Services; Internal Audit as observer - (20-25 persons)
- using the tool OBSERVAR© *focus on success* including tailor-made **risk catalogues** and **questionnaire forms**

Current practices - Risk Identification (2)

STATISTICS AUSTRIA
The Information Manager

Risk Identification | Risk Assessment | Risk Mitigation | Monitoring | Reporting

Prioritisation approach, focus only on important items



External

RM

Internal

Risks - corporation-wide risks (strategic level)

→ **„TOP 10“- risk areas**

➡ Risk mitigation actions

- ongoing processes
- internal rules, guidelines
- projects

ICS

Internal

Risks - in operational processes

→ **„TOP 40“- risk areas**

➡ Risk mitigation actions

- ongoing processes
- internal rules, guidelines
- projects

Current practices - Risk Identification (3)

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The Information Manager

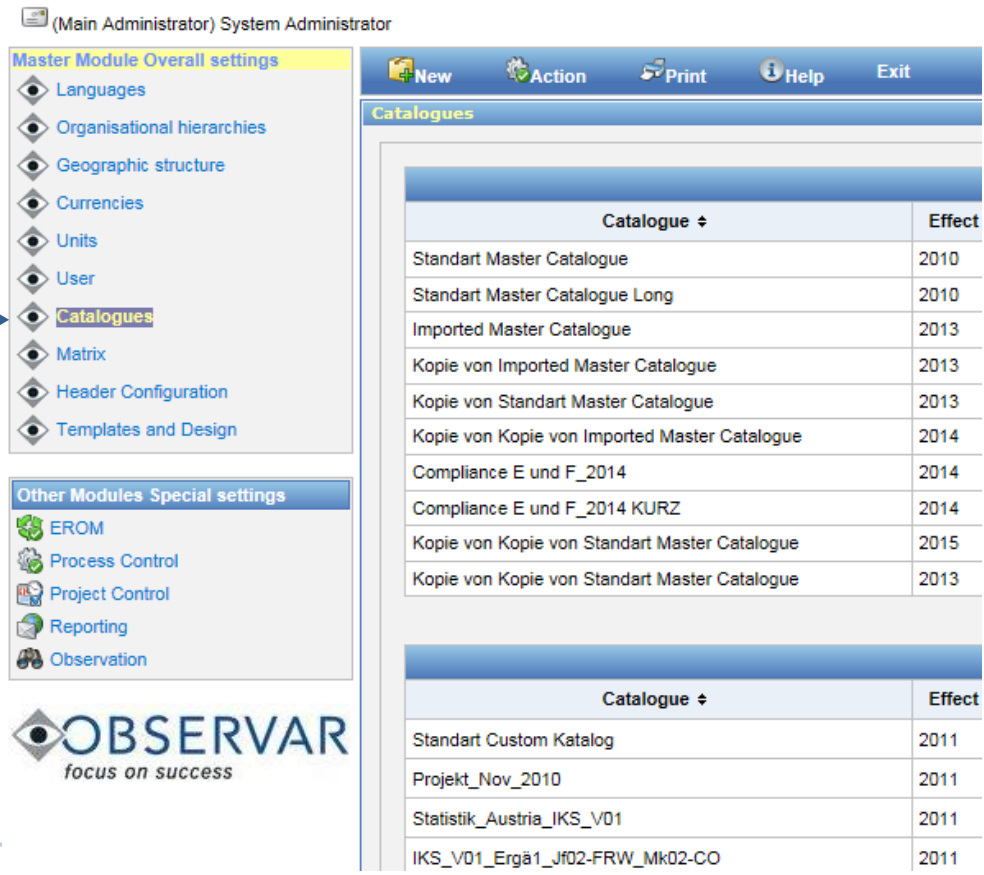
Risk Identification | Risk Assessment | Risk Mitigation | Monitoring | Reporting

Risk catalogues

STATISTIK AUSTRIA
Die Informationsmanager

Customized risk catalogues for

- RM: corporation-wide risks (strategic level)
- ICS: risk in operational processes
- CMS: compliance risks



Current practices - Risk Identification (4)

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The Information Manager

Risk Identification | Risk Assessment | Risk Mitigation | Monitoring | Reporting

Risk catalogues (details, examples)

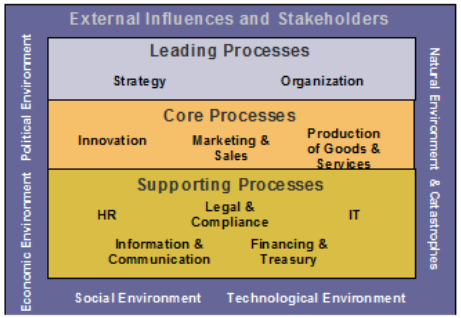
RM - Ereigniskatalog Überblick

OBSERVAR
focus on success

Risk Assessment 2015 – Risk Catalogue (OBSERVAR, adjusted) - Version October 2015

Risk Management -Catalogue
(October 2015)

„Assessment of Risks and opportunities“



Key	Risik areas	Key terms
A	**Leadership Processes**	
a	**Strategy**	
01	**Strategy development**	Strategy finding process Consistency of sub-strategies Consideration of all relevant success factors Inclusion of all relevant stakeholders/players Consideration of all relevant (incl. legal) requirements and developments
02	**Strategy implementation**	Operational targets Implementation controlling Coordinated allocation of resources Communication of the strategic targets
c	**Production, operational Performance**	
04	**Costs and time for production and services**	Over-/undercapacity Budget (cost / time) Bottlenecks Efficiency/productivity Production planning and controlling
07	**Quality management**	Product quality Quality assurance Quality guidelines Certification Quality leadership Recall campaign/corrections
a	**HR**	
02	**Key employees**	Dependence on key employees Fluctuations Deputy regulation Succession planning, deputy regulations Training
04	**HR qualifications, education and training**	Employee qualification Employee education & training Training of apprentices Change management HR cost
c	**IT, Data protection**	
04	**Data protection (confidentiality, integrity, availability)**	Protection of data, statistical confidentiality Data Privacy policy and guidelines Data security: measures against technical loss Archiving E-Mails, Backup Hacker/Cracker
d	**Information und Communikation**	
03	**Knowledge management**	Collecting knowledge Administration of knowledge Use of existing knowledge Dependency on single persons Availability of knowledge institutionalised knowledge

Current practices - Risk Identification (5)

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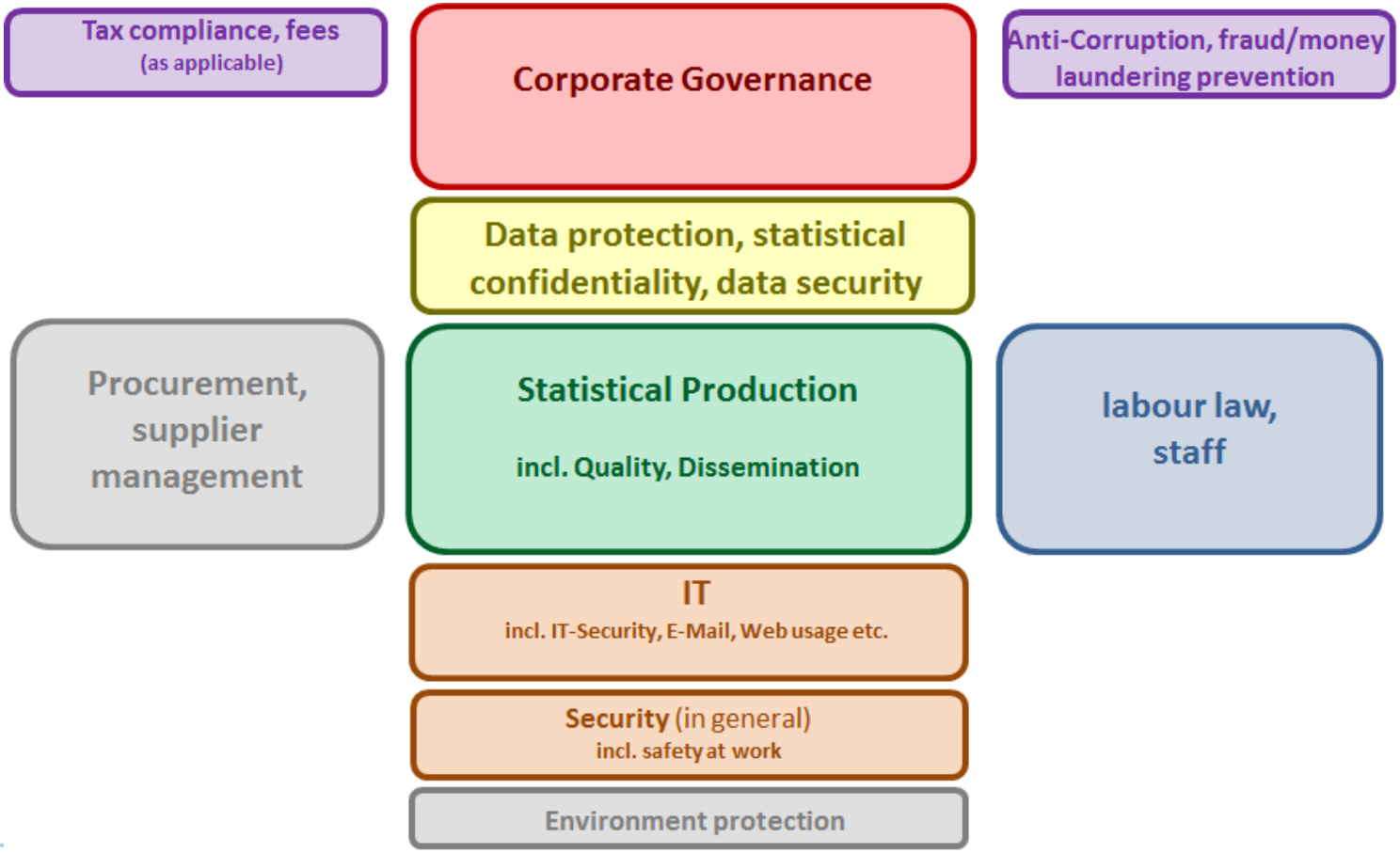
Risk catalogues – Compliance topics



Current practices - Risk Identification (6)

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Risk Identification | Risk Assessment | Risk Mitigation | Monitoring | Reporting

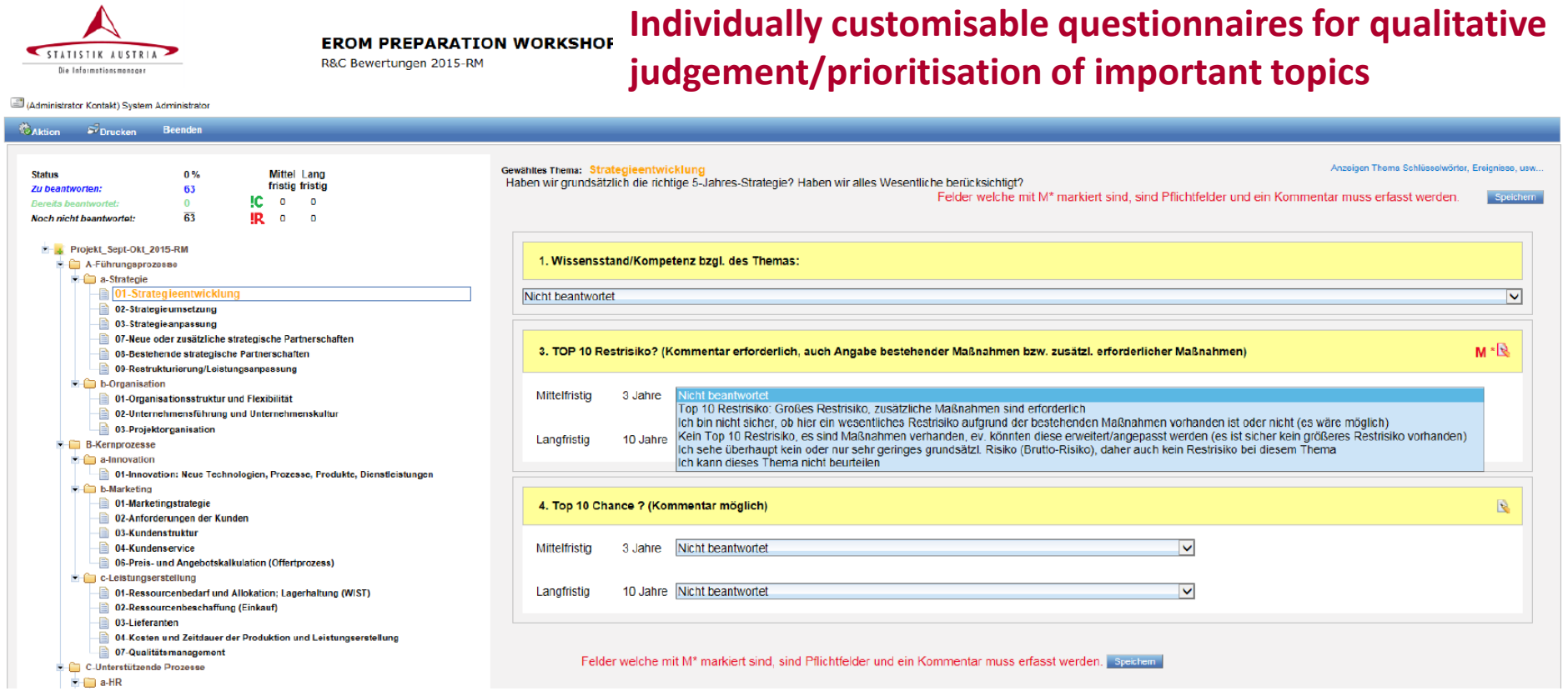
OBSERVAR *focus on success* **module** — **RM: Identification of areas with high residual risks**

Analysis of the qualitative assessment. Prioritization of the Top Opportunities and Top Risks on the basis of configurable Key Figures.

EROM Preparation

Qualitative Assessments
Completion of questionnaire for qualitative assessment of Opportunities and Risks. Posting comments regarding potential impacts on objectives / targets.

Individually customisable questionnaires for qualitative judgement/prioritisation of important topics



Current practices - Risk Identification (7)

STATISTICS AUSTRIA
The Information Manager

Risk Identification | Risk Assessment | Risk Mitigation | Monitoring | Reporting

Results (scoring, indicators),

→ agreement on TOP 10 areas with high residual risks (RM)

Fragebogen Ergebnisse: EndgFINAL R&C RM-Workshop 2015

Filter nach Reihenfolge: ○ Alle ○ 1-10 ◉ 1-20 ○ 1-30 ○ 1-40 ○ 1-50 ○ 1-100

Anzeigen Dokument
☑ Page 6 ☑ Page 7
○ pdf ○ ppt

Kennzahlen / Indikatoren

Kurzname	Text
KF Knowledge	KF Kenntnisse
KF CP	KF Chancenpotential
KF RR	KF Restrisiko

Customisable key figures (with individual settings of scoring points for selected questions) - resulting in a ranking of risk areas in a mid-term view and a long-term perspective

Mittelfristige / Langfristige Wichtigkeit

Die mögliche Auswirkung in verschiedenen Betrachtungsperioden sind wichtige Indikatoren für die Wesentlichkeit von Themen/Ereignissen und der damit verbundenen Risiken/Chancen. Während der Vorbereitungsphase haben die Teilnehmer/innen qualitative Beurteilungen bezüglich "Top Risike
Langfristig Je höher die Kennzahl desto höher ist die erwartete Auswirkung auf die Ziele.

In Excel exportieren:

Thema	KF CP Mittelfristig 3 Jahre ø - Rang	KF RR Mittelfristig 3 Jahre ø - Rang	Mittelfristig Top Risiko	Mittelfristig Top Chance
Aa01 Strategieentwicklung	77 +3	25 - 34	1	7
Aa02 Strategieumsetzung	86 +1	79 - 11	7	8
Aa03 Strategieanpassung	52 - 15	17 - 46		4
Aa07 Neue oder zusätzliche strategische Partnerschaften	60 - 9	25 - 35	1	5
Ab01 Organisationsstruktur und Flexibilität	60 - 8	79 - 9	7	5
Ba01 Innovation: Neue Technologien, Prozesse, Produkte, Dienstleistungen	67 +5	117 -2	12	6
Bc04 Kosten und Zeitdauer der Produktion und Leistungserstellung	47 - 18	62 - 8	8	4
Bc08 Verwaltungsdaten: Zugang und Nutzbarkeit	66 - 6	74 - 12	7	6
Bc09 Nicht verrechenbare Leistungen/Vorleistungen	22 - 37	39 - 20	3	1
Ca01 Personalbedarf, -bestand, -aufnahme, -abbau	69 +4	79 - 10	7	6
Ca02 Schlüsselmitarbeiter und -mitarbeiterinnen	59 - 11	109 +3	11	5

Current practices - Risk Assessment (1)

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Risk Identification | **Risk Assessment** | Risk Mitigation | Monitoring | Reporting

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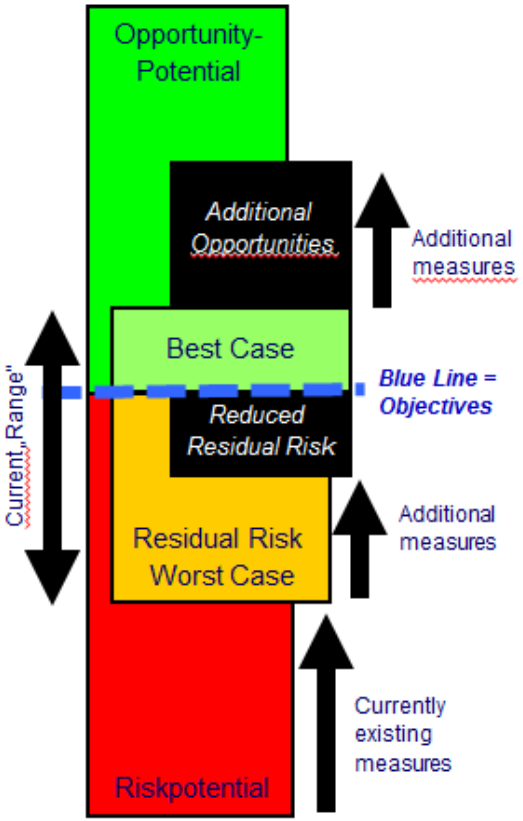
Quantitative assessment of TOP 10 risks



Identification and Valuation of major **Opportunities**. Are there possible additional measures to seize the Opportunities?

Identification and Valuation of major **Residual Risks.** Is this acceptable or is improvement needed?

Identification and Valuation of major **Riskpotentials**. Are existing actions really appropriate to reduce the Riskpotential to the Worst Case as quantified?

Opportunity = over-achievement of planned amounts

According to **budget/plan** (amounts in €)

Risk = under-achievement of planned amounts

Current practices - Risk Assessment (2)

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Risk Identification | **Risk Assessment** | Risk Mitigation | Monitoring | Reporting

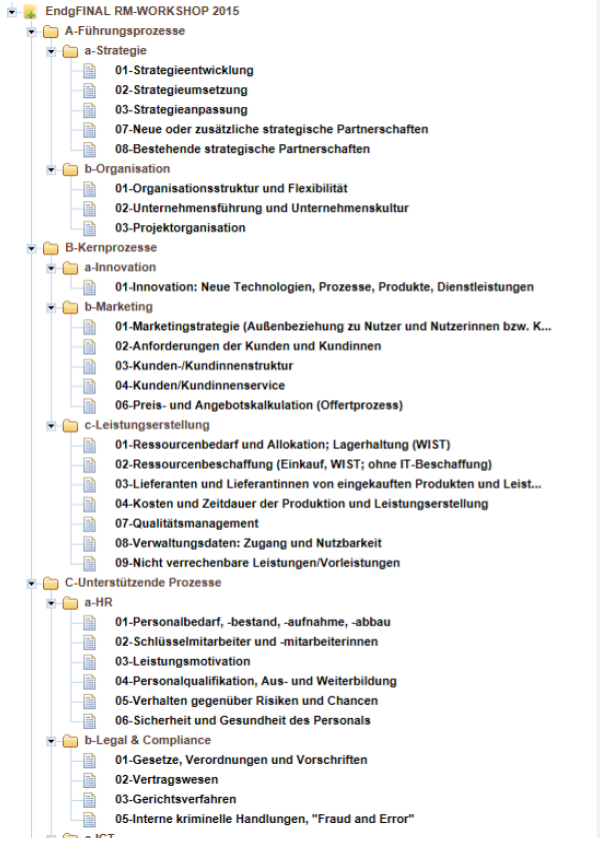
OBSERVAR *focus on success* **module**

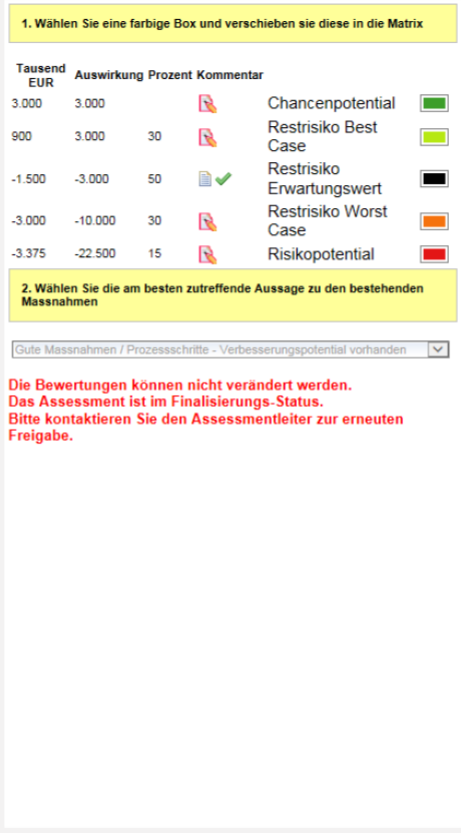
Quantitative assessment of TOP 10 risks

Analysieren Sie die Geldbewertungen und erstellen Sie Berichte. Moderieren Sie transparente Workshops mit Know-How Trägern - und finden Sie die vorhandenen Optimierungsmöglichkeiten.

EROM Assessment

Quantitative Bewertung
Erfassen Sie Geldbewertungen der möglichen Auswirkungen von Chancen und Risiken auf die Zielsetzungen. Erfassen Sie Prozess Massnahmen und Aktionspläne.





Current practices - Risk Assessment (3)

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Risk Identification | **Risk Assessment** | Risk Mitigation | Monitoring | Reporting

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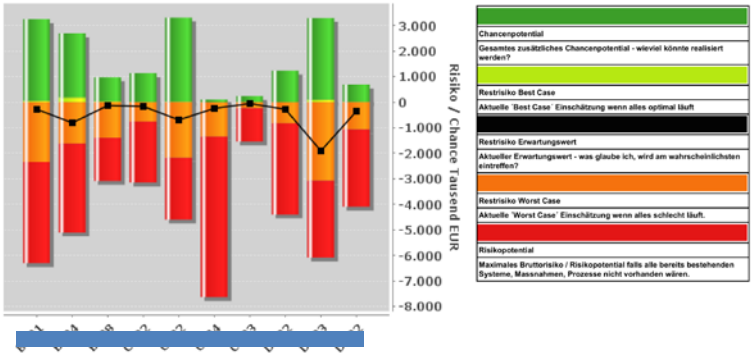
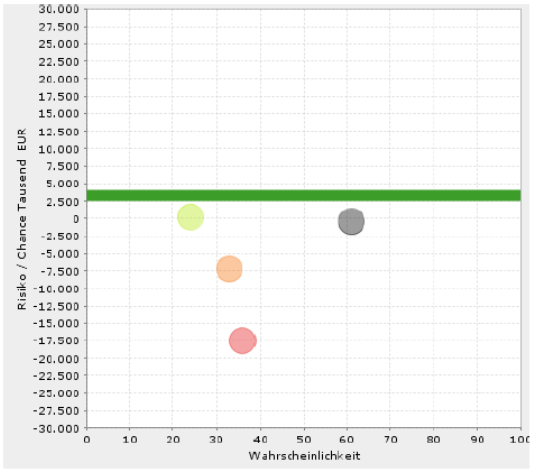
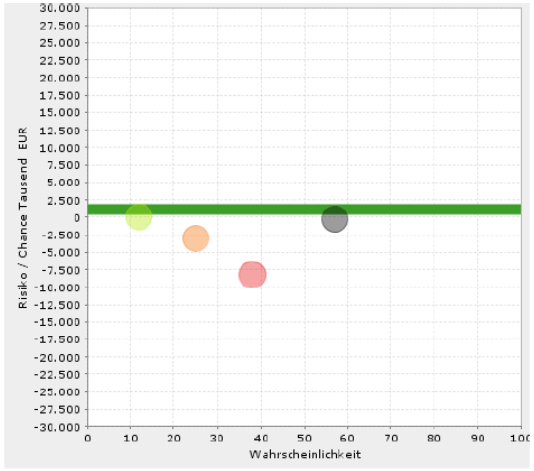


Quantitative assessment: Results, automatically generated reports, examples)



Wert	Wahrschein-lichkeit (W)	Auswirkung (1.000 EUR)	Ausw. * W (1.000 EUR)
Chancenpotential		3.250	
Restrisiko Best Case	24 %	240	57
Restrisiko Erwartungswert	61 %	-480	-292
Restrisiko Worst Case	33 %	-7.200	-2.340
Risikopotential	36 %	-17.500	-6.300



Wert	Wahrschein-lichkeit (W)	Auswirkung (1.000 EUR)	Ausw. * W (1.000 EUR)
Chancenpotential		1.133	
Restrisiko Best Case	12 %	83	10
Restrisiko Erwartungswert	57 %	-325	-184
Restrisiko Worst Case	25 %	-2.992	-759
Risikopotential	38 %	-8.192	-3.145

Current practices - Risk Assessment (4)

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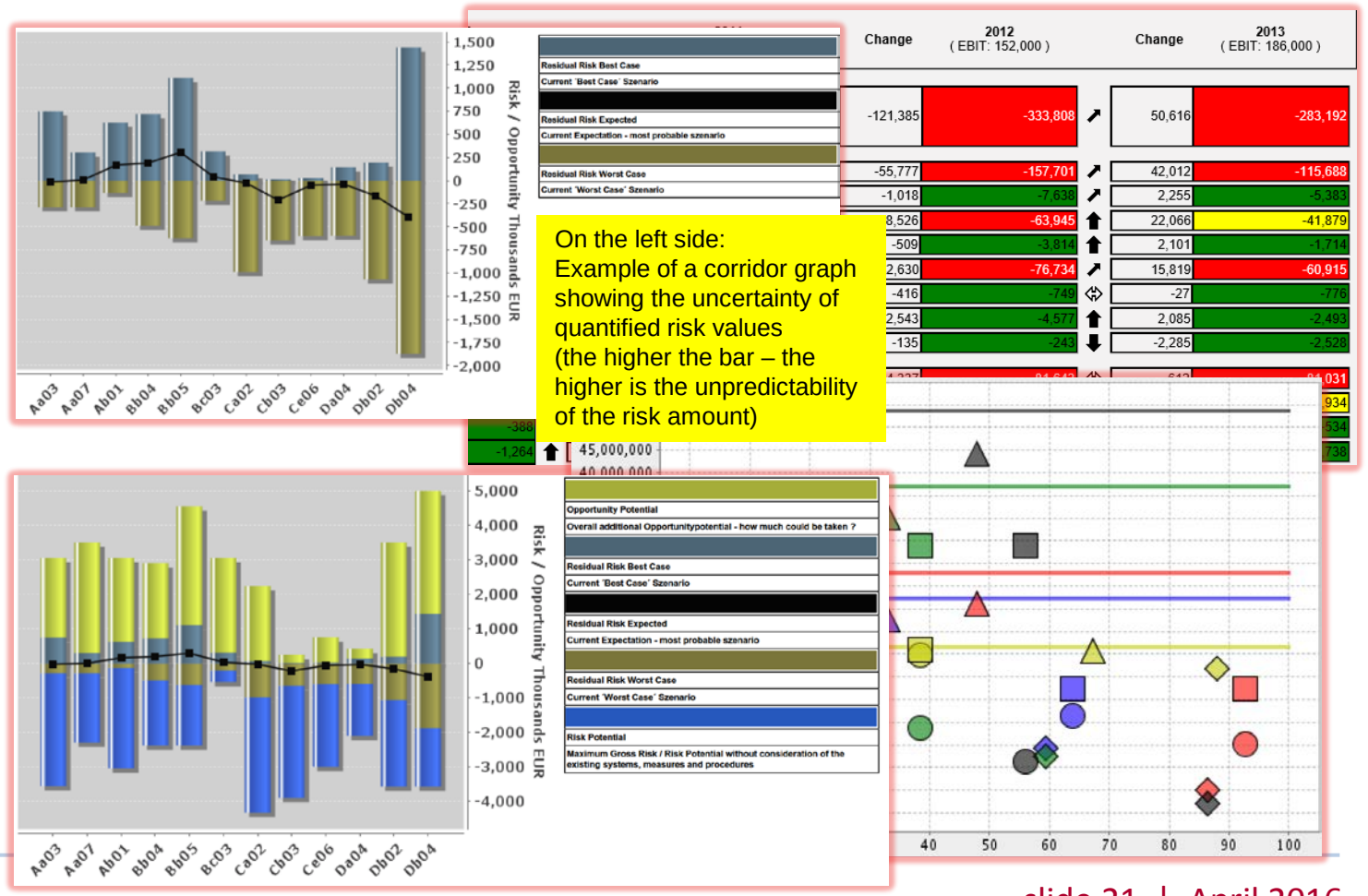
Risk Identification | **Risk Assessment** | Risk Mitigation | Monitoring | Reporting

Other example screens of automatically generated reports: Assessment module (**quantification**)



On the left side:
Example of a corridor graph showing the uncertainty of quantified risk values
(the higher the bar – the higher is the unpredictability of the risk amount)

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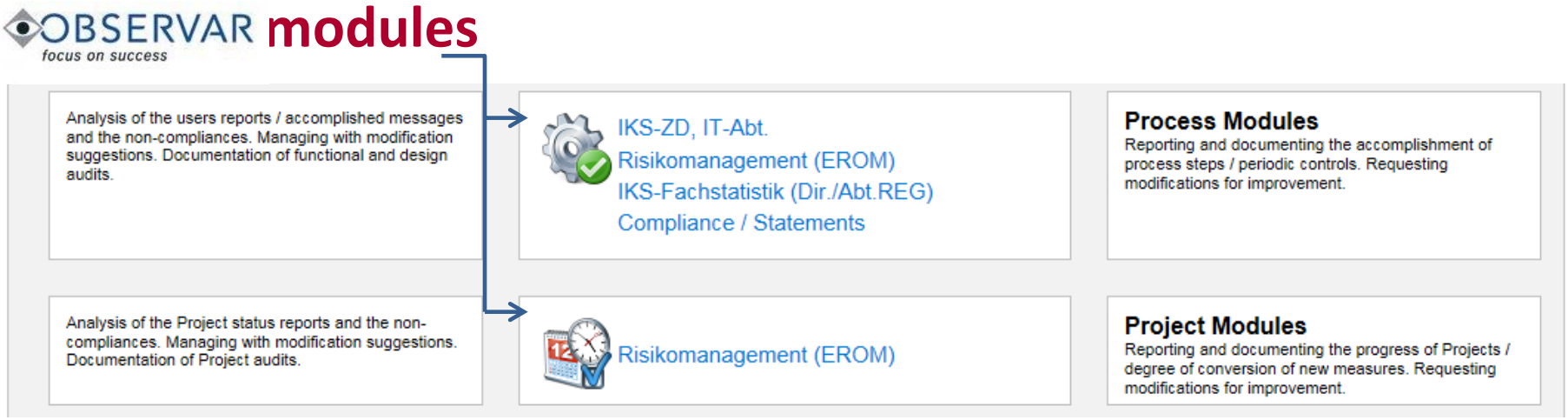
Current practices - Risk Mitigation (1)

Risk Identification | Risk Assessment | **Risk Mitigation** | Monitoring | Reporting



- **Processes** (including internal rules, guidelines) and
- **Projects**

for risk mitigation are defined and monitored on a regular basis with the IT-Tool OBSERVAR

Current practices - Risk Mitigation (2)

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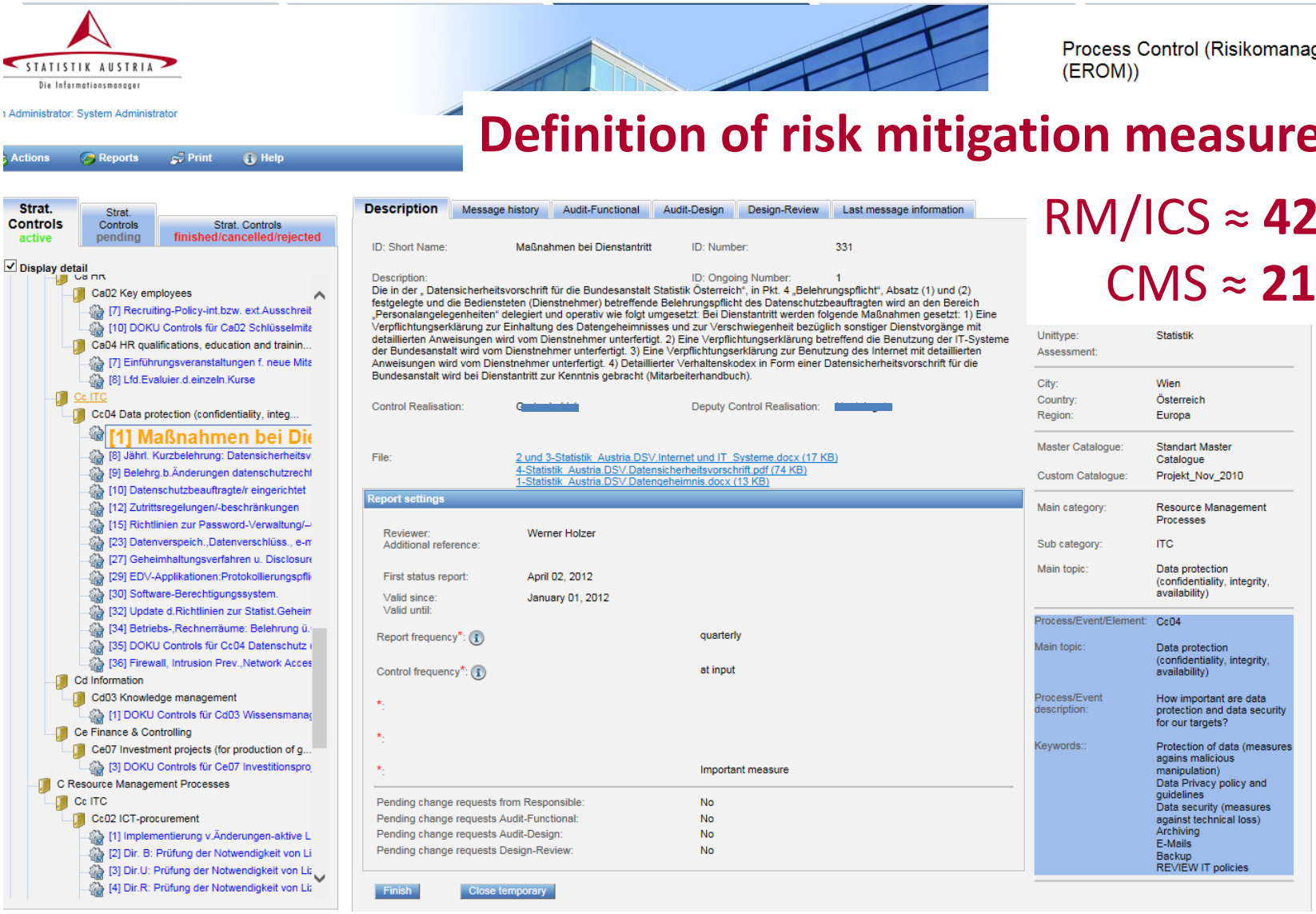
Process Control (Risikomanagement (EROM))

Definition of risk mitigation measures

RM/ICS ≈ **420** active

CMS ≈ **210** active



Current practices - Monitoring

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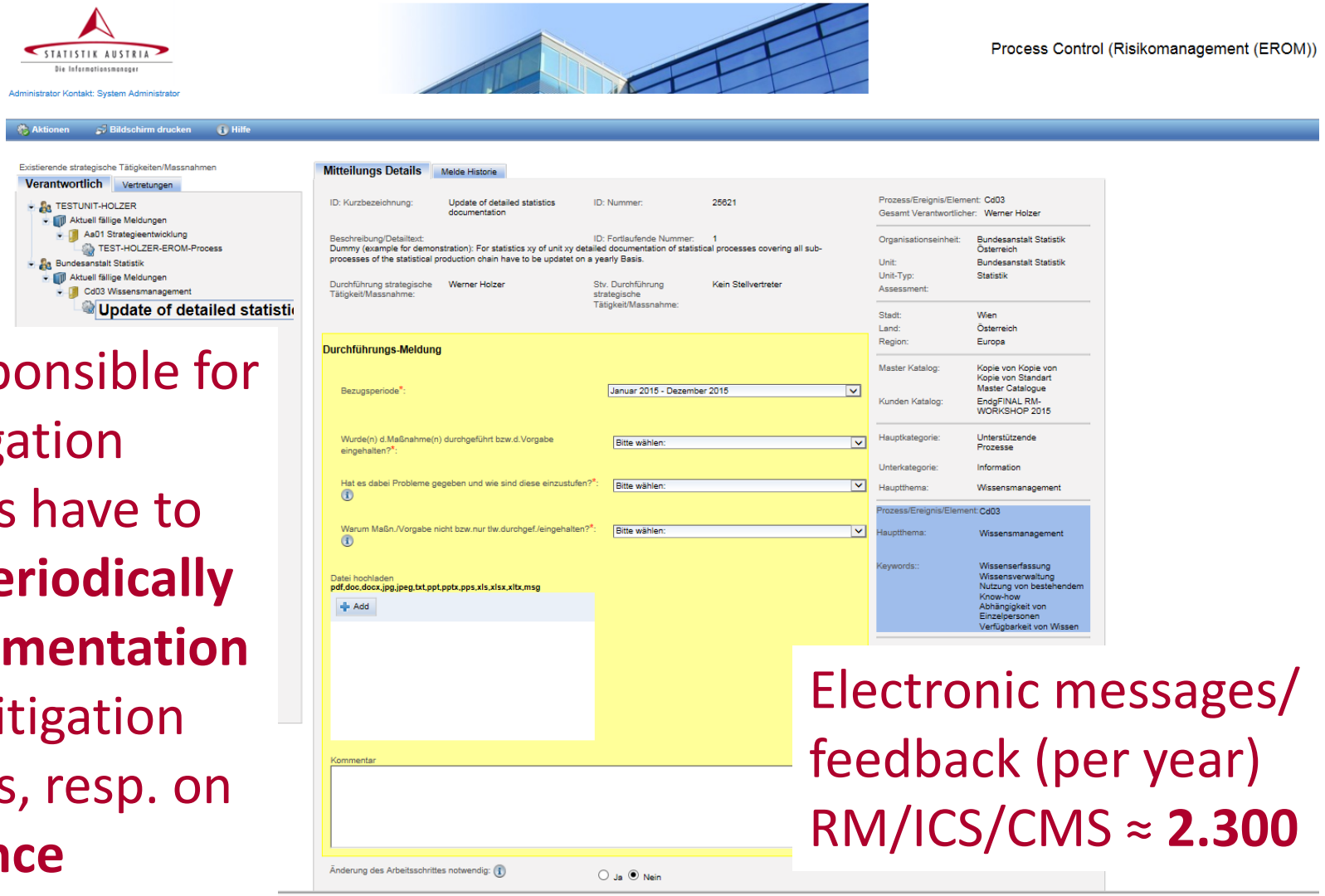
Risk Identification | Risk Assessment | Risk Mitigation | **Monitoring** | Reporting



Staff responsible for risk mitigation measures have to **report periodically** on **implementation** of risk mitigation measures, resp. on **compliance**

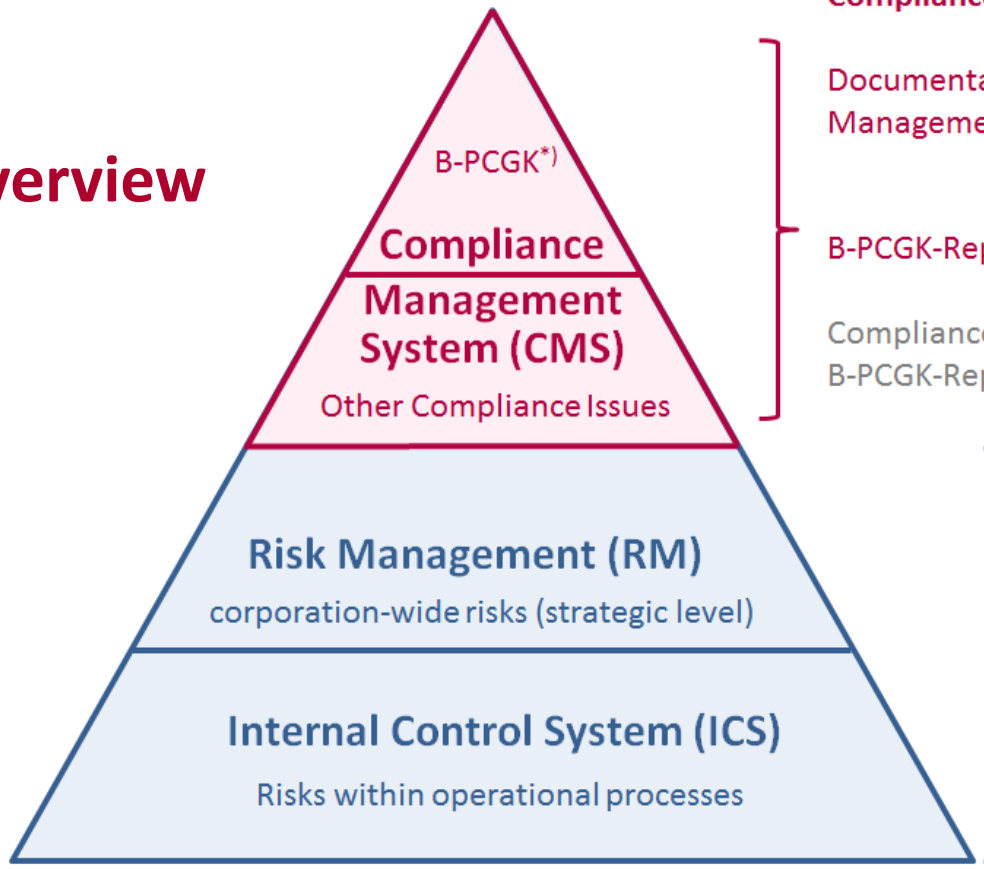
Electronic messages/ feedback (per year) RM/ICS/CMS ≈ **2.300**

Current practices - Reporting (1)

STATISTICS AUSTRIA
The Information Manager

Risk Identification | Risk Assessment | Risk Mitigation | Monitoring | **Reporting**

Overview



Compliance Reports:

Documentation of the Compliance Management System (CMS) – Nov. 2014 ✓

B-PCGK-Report 2014 – June 2015 ✓

Compliance-Report incl. B-PCGK-Report 2015 – May 2016

Risk Management Reports (incl. ICS)**:**

2012 – March 2013 ✓

2013 – Febr. 2014 ✓

2014 and 2015 – Febr. 2016 ✓

*) B-PCGK = Federal-Public Corporate Governance Code

Current practices - Reporting (2)

STATISTICS AUSTRIA
The Information Manager

Risk Identification | Risk Assessment | Risk Mitigation | Monitoring | **Reporting**

Risk Management Reports (incl. ICS)

adressed to

- DG, Management Team, QM, IA, etc.
- Audit Committee of the Economic Council
- Economic Council (Supervisory Board)
- External auditors

Current practices - Reporting (3)

STATISTICS AUSTRIA
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Risk Identification | Risk Assessment | Risk Mitigation | Monitoring | **Reporting**

Reports on Compliance adressed to

- DG, Management Team, QM, IA, etc.
- Audit Committee of the Economic Council
- Economic Council (Supervisory Board)
- External auditors
- General public *(planned, B-PCGK-report only)*

RM: Data Collection Project (1)

STATISTICS AUSTRIA
The Information Manager

Risk Identification | Risk Assessment | Risk Mitigation | Monitoring | Reporting

Aim of the project :

Establishment of a new Survey Infrastructure for Data Collection for Social Statistics

- Risk identification and risk assessment by
  - Project team
  - Head of Directorate Social Statistics and head of IT-Departement
  - Controller, Risk Manager
- Risk catalogue: 66 risks identified, ref. to following risk areas
  - External risks, stakeholders, image
  - Project organisation, project management
  - Resources, costs
  - Quality (deliverables), time schedule

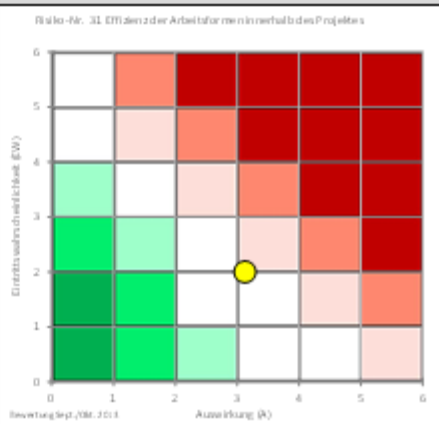
RM: Data Collection Project (2)

STATISTICS AUSTRIA
The Information Manager

Risk Identification | **Risk Assessment** | Risk Mi

Risk assessment (example)

- with regard to residual risks
- based on risk descriptions
  - causes of risks
  - early-warning indicators
  - existing risk mitigation measures

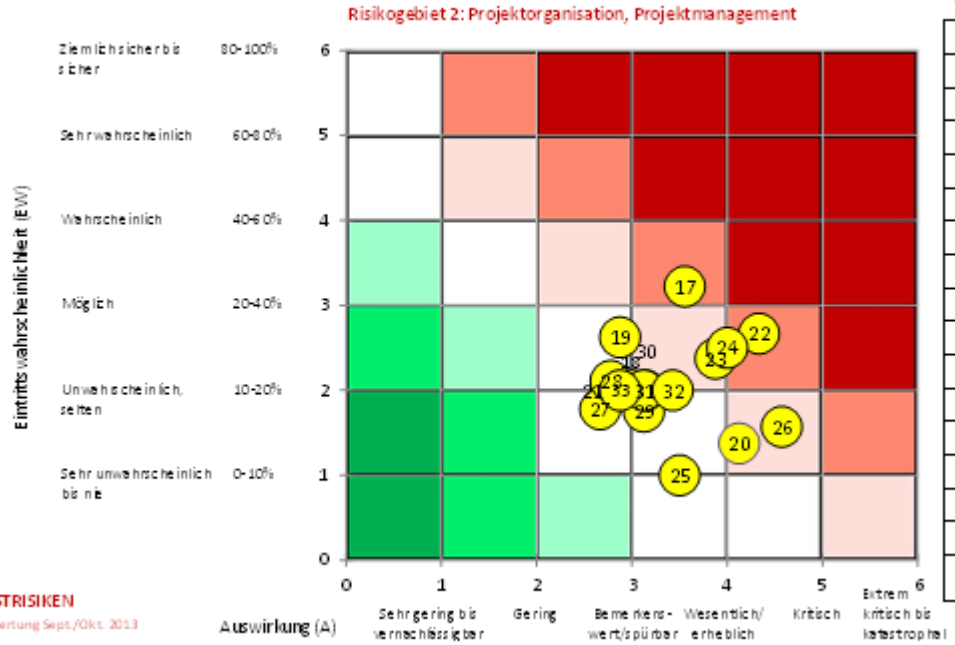
Risiko-Nr.	31	**Effizienz der Arbeitsformen innerhalb des Projektes**
Kurzbeschreibung des konkreten Risikos inkl. mögl. Auswirkungen: • Konkrete Arbeitsformen, Zuständigkeiten und Verantwortlichkeiten im Projekt sind nicht klar geregelt. • Die Vorgehensweise bei Beauftragung, Durchführung, Präsentation und Abnahme von Arbeitspaketen sind nicht bzw. nicht ausreichend definiert. • Ineffizienz und Verzögerungen könnten die Folge sein.		
Risikogebiet	2. Projektorganisation, Projektmanagement	
Risikobereich	2.3. Projektorganisation	
Risikoeigner		
Risiko-Ursachen		
• Neue Methode zur Projektabwicklung • Keine Erfahrungswerte im Haus • Pilotprojekt • Ungenügende/verspätete Vorgaben der Dir. können von der IT nicht umgesetzt werden		
Frühwarnindikatoren (Schwellenwerte, falls anwendbar)		
• Meilensteine werden nicht / verspätet erreicht • Anforderungen/Wünsche der Dir. werden ungenügend erfüllt Ungenügende/verspätete Vorgaben der Dir. können von der IT nicht umgesetzt werden		
Risikobehandlung (vermeiden, reduzieren *(Eintrittswahrscheinlichkeit (EW) u./o. Auswirkung)*, überwälzen, akzeptieren)		
• Reduzieren, akzeptieren des Restrisikos		
Bestehende Maßnahmen	Risikobewertung (Risikomatrix) – RESTRISIKO	
• Agile Softwareentwicklung • Projektcontrolling • Fortschrittskontrolle • Externes Coaching • IKS		

Zusätzliche (neue) Maßnahmen	Wer	Wann/Dauer	Kosten	Status
•				
•				

RM: Data Collection Project (3)

Risk map, example

„Project organisation, project management“



Legende:

17	Projektumfang: Größe und Komplexität
18	Unterschiedliches Big Picture
19	Schlechte Informationsquellen bzw. externe Beratung
20	Projekt bringt keinen Mehrwert
21	Unzureichende und unrealistische zeitliche Planung/Meilensteinplanung
22	Falsche Kostenschätzungen
23	Unzureichende und unrealistische Planung der Ressourcenverfügbarkeit
24	Unzureichende inhaltliche Planung, unklare Anforderungen
25	Falsche Prioritätensetzung
26	Projektabbruch/-misserfolg: Ausstiegs-/Alternativszenario
27	Verpasste Chance für internationale Nutzung durch Nicht-Erwägung der Mehrsprachigkeit des Gesamtsys
28	Duale Projektleitung
29	Zusammensetzung des Projektteams
30	Kommunikations- und Entscheidungsstrukturen/-wege
31	Effizienz der Arbeitsformen innerhalb des Projektes
32	Erkennen von auftretenden Problemen (inhaltlich/Qualität, Zeit, Kosten) und Gegensteuerung
33	Keine bzw. unzureichende Nachvollziehbarkeit von projektrelevanten Entscheidungen und Projektergebnissen fehlende bzw. unzureichende Dokumentation

RM: Data Collection Project (3)

STATISTICS AUSTRIA
The Information Manager

Risk Identification | Risk Assessment | **Risk Mitigation** | Monitoring | Reporting

Definition of risk mitigation measures ≈ 30 (at the project start)

STATISTIK AUSTRIA
Die Informationsmanager

Main Administrator: System Administrator

Process Control (Risikomanagement (EROM))

Actions | Reports | Print | Help

Strat. Controls active | Strat. Controls pending | Strat. Controls finished/cancelled/rejected

Display detail
- Bundesanstalt Statistik (123)
- Projekt ElSneu Unit (11)
  - J Provision of deliveries and services / prod...
    - Jb Provision of deliveries and services / Pro...
      - Jb02 Project- / Productionplanning / -executi...
        - [10] ElSneu-Risk1-Modul- u. Schichtenkonzept
        - [14] ElSneu-Risk22-Projektcontrolling bzgl. K...
        - [17] ElSneu-Risk43-Dokumentation d.verwend.
        - [18] ElSneu-Risk43-Bewährte Technologien
        - [21] ElSneu-Risk48-Info Dir./Abt.zu Projekt-F...
        - **[22] ElSneu-Risk48-Proj**
        - [24] ElSneu-Risk48-Einhaltg. hausinterner IT-..
        - [30] ElSneu-Risk48-Soll- vs. Istkosten-Überpr..
        - [31] ElSneu-Risk24-Groomings,Refinement;Jir
        - [32] ElSneu-Risk48-Fachliche Tests im Fachbe
        - [33] ElSneu-Risk29-Aufnahme externer Entwic

Description | Message history | Audit-Functional | Audit-Design | Design-Review | Last message information

ID: Short Name: ElSneu-Risk48-Projektmeilensteine-Controlling
ID: Number: 8645

Description:
Risiko-Nr. 48: Agile Softwareentwicklung neu als Durchführungsmethode: Es wird laufend überprüft, ob die festgesetzten Projektmeilensteine noch im Zeitplan sind. Abweichungen inkl. Begründungen sind im Kommentarfeld der Observar-Meldung anzuführen.
ID: Ongoing Number: 22

Control Realisation: [redacted]
Deputy Control Realisation: [redacted]

File: ElSneu-Risiko 48_2014-01-27.docx (123 KB)

Report settings

Reviewer:
Additional reference:

First status report: January 07, 2014
Valid since: January 01, 2014
Valid until:

Report frequency*: quarterly

Process/Event/Element: Jb02
Overall Responsible: [redacted]

Division: Bundesanstalt Statistik Österreich
Subdivision: 0-PROJEKT ElSneu
Unit: Projekt ElSneu Unit
Unittype: Projekt
Assessment:

Country: Österreich
Region: Europa

Master Catalogue: OBS IKS Katalog 2013
Custom Catalogue: ElSneu-Katalog

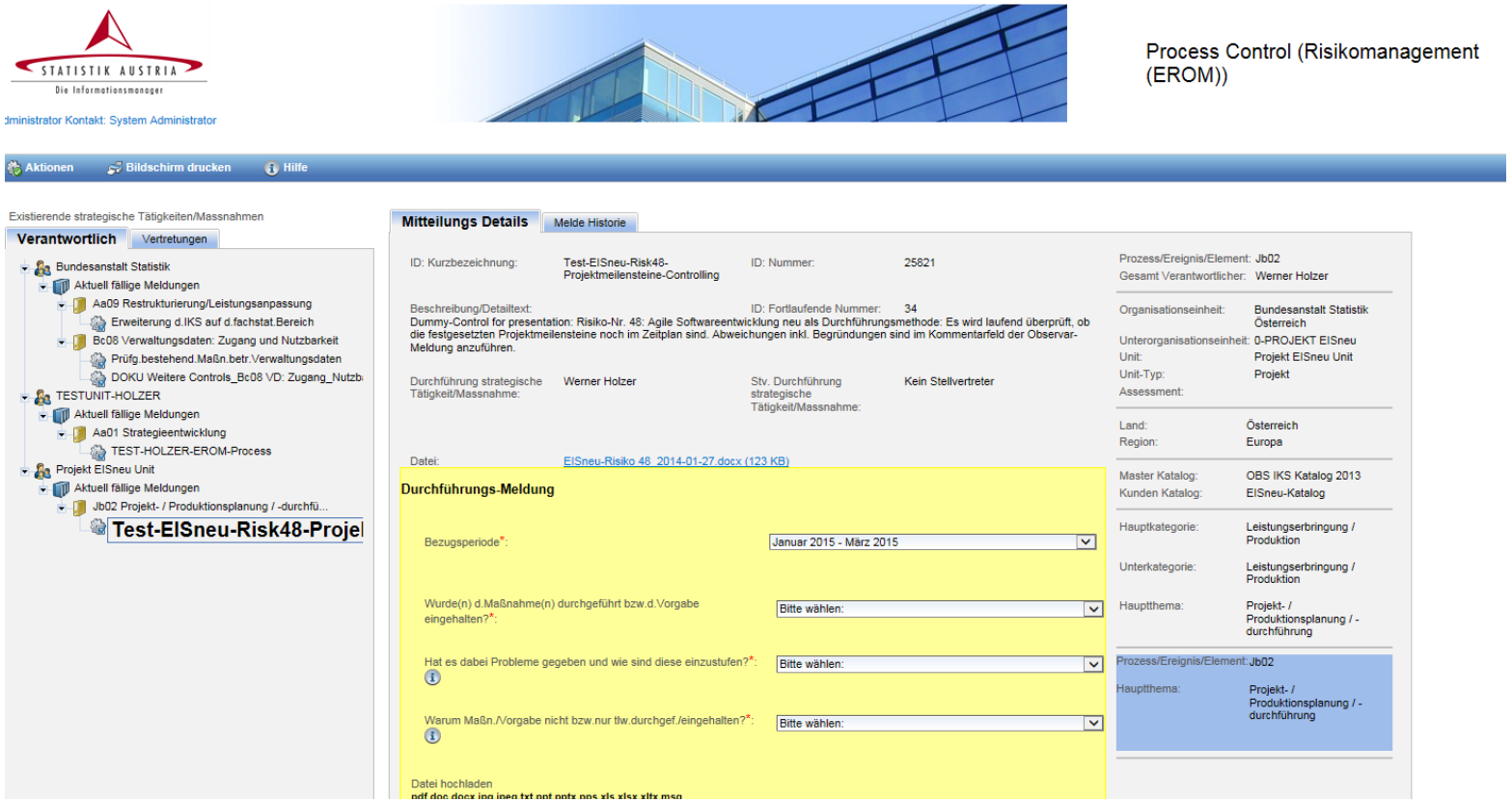
Main category: Provision of deliveries and services / production

Sub category: Provision of deliveries and services /

RM: Data Collection Project (4)

STATISTICS AUSTRIA
The Information Manager

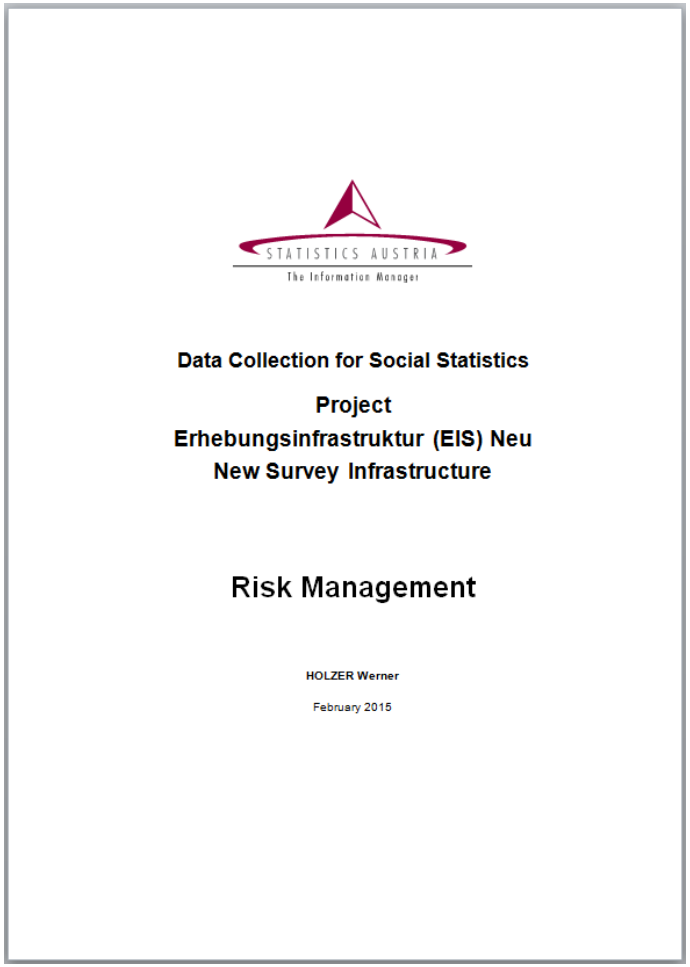
Risk Identification | Risk Assessment | Risk Mitigation | **Monitoring** | Reporting



Staff responsible for risk mitigation measures have to **report periodically** on **implementation** of risk mitigation measures

RM: Data Collection Project (5)

Risk Identification | Risk Assessment | Risk Mitigation | Monitoring | **Reporting**



STATISTICS AUSTRIA
The Information Manager

Data Collection for Social Statistics

Project
Erhebungsinfrastruktur (EIS) Neu
New Survey Infrastructure

Risk Management

HOLZER Werner

February 2015

Risk Management Reports

adressed to

- Project team
- Project steering group

(quarterly)

Summary: Lessons learned, future plans (1)

Important aspects (1)

- **„Tone from the Top“:**
  Clear commitment and support of RM by Top Management (DG) is essential
- **Cooperation** with other relevant units (Quality Management, Internal Audit, Controlling, Subject Matter Units, …)
- **Active involvement** of risk owners in the RM process
- High **risk awareness** of each individual employee

Summary: Lessons learned, future plans (2)

Important aspects (2)

- Efficient **IT tool** is crucial for effective RM.
  In Statistics Austria the **OBSERVAR** system provides
  - modular architecture
    (RM, ICS, CMS resp. the whole RM process covered)
  - individually customisable system
  - web-based system, simple handling
  - prioritisation approach, focus on the real important issues

Summary: Lessons learned, future plans (3)

External auditors (reporting to the supervisory board) gave a **positive assessment** concerning the proper functioning of the risk management system in Statistics Austria.

However, **further developments** are envisaged:

- Risk Management Handbook
- more detailed description of risks
- consideration of content-related overlapping of risks and risk mitigation actions
- pay more attention to interrelation of risks
- provision of more supporting information for quantitative risks assessments
- enhancement of RM concerning key statistical projects and processes

Thank you for your attention !

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Working at Statistics Austria since 1994
(various positions)

Risk Manager since 2011
(ISO 31000 and ONR 49000 certified, senior RM)