To effectively implement a risk management system, an organization should allocate appropriate resources, suitable human capital as well as ensure that those who are accountable can fulfil their role by providing them with the training and skills needed. All staff should be aware of the relevance of risk to achieve the objectives assigned and training to support staff in risk management should be available. Awareness and ongoing support enables individuals to know what is expected and reduces the likelihood of errors.

An organization should identify the presence and effectiveness of current actions and controls in order to deal with threats and opportunities. That includes use of education and awareness programs. The organizations should also conduct a structured needs assessment identifying risk and training needs (e.g. general control system, specific training on risk management systems, internal control standards, dedicated tools, statistical quality modules, etc.) as well as establish appropriate training and support for responsible personnel. Finally, they determine which kind of awareness, education and support practices should be put in place for each policy and target audience.

It is advisable to start training with a program devoted to managers and employees assigned to run risk management matters at different levels; it would be best if kick-off training activity focuses first on higher-risk areas. It is also important to carry out training initiatives regularly, in accordance with risk management system development, as well as concurrently with significant organizational changes.

RM training needs to be integrated into existing job training, both if risk management is considered a tool for improvement and for the sake of economic efficiency. Using a suitable level of technology and develop e-learning tools to reach a broader target audience are advisable to disseminate education and awareness. The organizations should also plan ad hoc sessions dealing with topics and issues specifically related both to quality and risk management, and in connection with broad organizational change processes requiring careful and effective management of the transitional phase, they should envisage specific training initiatives and/or ad hoc events aimed to describe how risk management does represent a change strategic lever.

**QUESTION MARK BOX**

Q. Please point out the frequency of the specific training initiatives delivered from the start of the risk management system, regardless of their kind:

R. “Yearly training on risk management and Internal Control System (ICS) in the framework of workshops (RM, ICS) with an external expert. A presentation of the risk management system is provided to all new staff members within Statistics Austria’s general training programme (half-yearly)”.

Source: Austria, In-depth survey on risk management practices