9.5 Cluster 5: Risk management supporting processes

Training, communication and ICT systems have shown to be relevant strategic services supporting the risk management system implementation.

As regards **training**, including information on Risk management as a part of the welcome HR training programme, best if reiterating such training yearly at least, is something that really works.

Training delivery can be done through either workshops or e-learning, according to the target staff and/or the course arrangement. Risk management training needs a specific budget to be planned, best if a fixed one.

**What not to do**: delivering too general training to all staff and/or delivering risk management training every now and then, because both ways are ineffective.

As regards **ICT systems**, most NSOs agree on their relevance to support risk management implementation.

In cases where the risk maturity level is high, so is the need for an Enterprise risk management evolved software. Such software should be integrated with the other management information systems, as well as consistent with the Risk management standards and covering all the process phases. This choice entails the benefit of better managing cross-cutting risks as well as referring to the organization on the whole.

NSOs which are still implementing a risk management system prefer to use a simple tool not requiring complex computer knowledge to apply – i.e., an application like Microsoft Excel – and covering all the risk management process phases.

Whatever software is chosen, it would rather have an intuitive layout to grant dissemination and good usability throughout the staff.

One of the main challenges is the effort to integrate the risk management system with the rest of management systems used by an organization (project management, quality management, planning & control tool, etc.).

**What not to do**: believing that an information system, no matter how evolved, can replace mapping, analysis and management of processes.

**Communication and staff consultation** must be carried out at different levels and through a joint effort by all areas involved in the risk management implementation system; Risk management, Quality management and Internal auditing functions will have to play a key role in this effort.

The involvement of Top and Senior management is facilitated through regular workshops linking risk management topics with those related to performance improvement. At middle management level, it is important to get Risk management, Quality management and Internal auditing areas to cooperate – each of them according to its own know-how – to the activities aiming at engaging all management about the benefits coming from a RM system implementation. Managers, in turn, will spread the risk culture and risk-based approach to process management throughout the personnel.

Communication supports the system implementation process step-by-step through different channels (e-learning, seminars, internal communication tools, forums, workshops) according to the target – which also implies an executive and/or operational reporting.

One of the main problems is to balance the need to engage with the need to inform, thus avoiding any information surplus that can burden the routine process management in the long run.

**What not to do**: limiting communication and staff consultation to just a few staff categories, because the long-term task is to involve all personnel.