9.6 Risk management integration into ongoing activities

Under closing the III Survey the respondents have been asked to give information to realize the actual level of risk management integration within their own organization. The answers have been analyzed and compared with some of the statements in the Risk maturity Multi-dimensional grid, which is contained in chapter 8 of the guidelines.

In particular, the answers have been compared with the following items and descriptors in the Risk maturity multi-dimensional grid:

- Risk framework (Mandate, Risk strategy and policy, Approach to risk management, Management leadership and commitment)
- Risk assessment (Risk identification)
- Controls (Risk-based Control & Audit)
- Risk dissemination policy (Outcomes and deliverables, Benefits on the organization as a whole)
- Risk management system integration (Linkage to corporate and operational planning, risk management system integration, Integration with quality framework)
- Roles & accountabilities in managing risks (Roles and responsibilities of senior management, Staff Accountability)
- Human resources (Human resource adequacy)
- Risk management Information system (ICT tools, Document management)

For example, according to the answers received the following features have been analyzed:

1) If Risk management and Quality management are aligned or completely integrated;
2) If Risk management is an integral part of strategic and business planning, at corporate and operational level;
3) If there is evidence that Risk management is supporting delivery of key outcomes in all relevant and key areas;
4) If senior managers take the lead to ensure that approaches for addressing risks are being developed and implemented in all key and relevant areas;
5) If allocation of suitable human resources for managing risk is regularly considered when planning budget and staffing;
6) If risk management responsibilities are formally stated in accountability agreements and/or governance documents and are communicated, applied and monitored at all levels;
7) If review and monitoring plans are independently monitored to determine progress and outcomes;
8) If each stage in the Risk management process is tracked in a web-based tool thoroughly integrated with other corporate information systems.

According to that, the NSOs' practices have been assigned with a Risk maturity stage from 1 to 4.

The following Figures 5 shows the practices according to their own stage of risk maturity as well as the implementation “age” of their own Risk management system (the time spent implementing it – this latter information comes from the 1st Survey on risk management practices, delivered in May 2015). The table reports the number of practices that have been found, in connection with the two variables.

Figure 5. Analysis of the practices - Risk management maturity model
<table>
<thead>
<tr>
<th>Years of Implementation**</th>
<th>STAGE 1</th>
<th>STAGE 2</th>
<th>STAGE 3</th>
<th>STAGE 4</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 4 years</td>
<td>4</td>
<td>3</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>Less than four years</td>
<td>2</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* According to Risk Maturity multi-dimensional grid

** Information collected through the 1st Survey on Risk Management Practice