

# Enterprise Risk Management

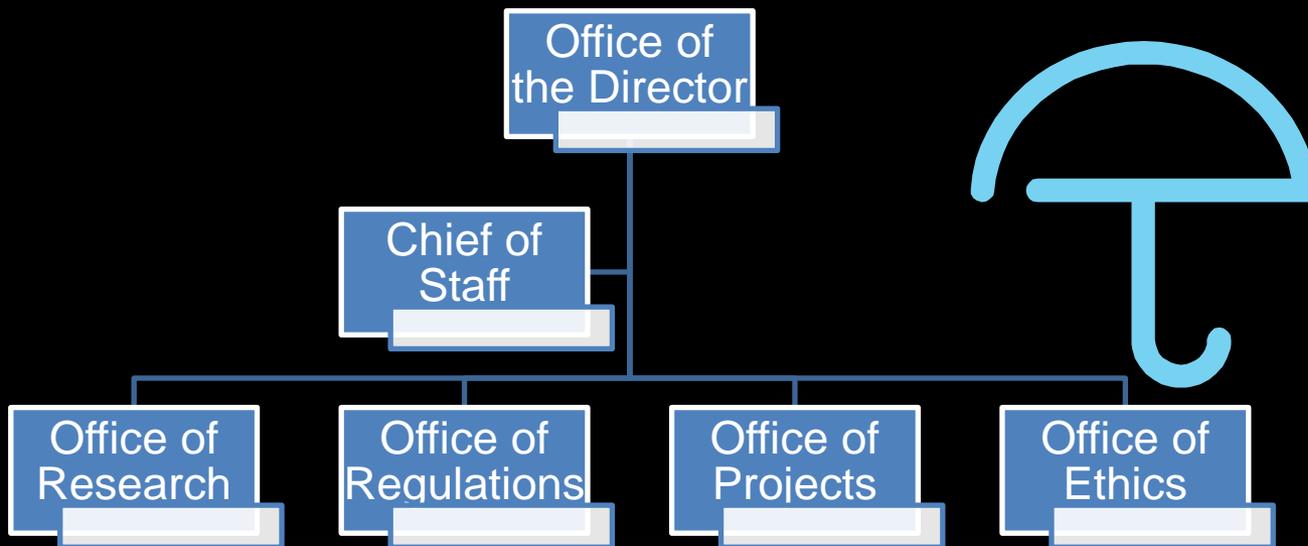
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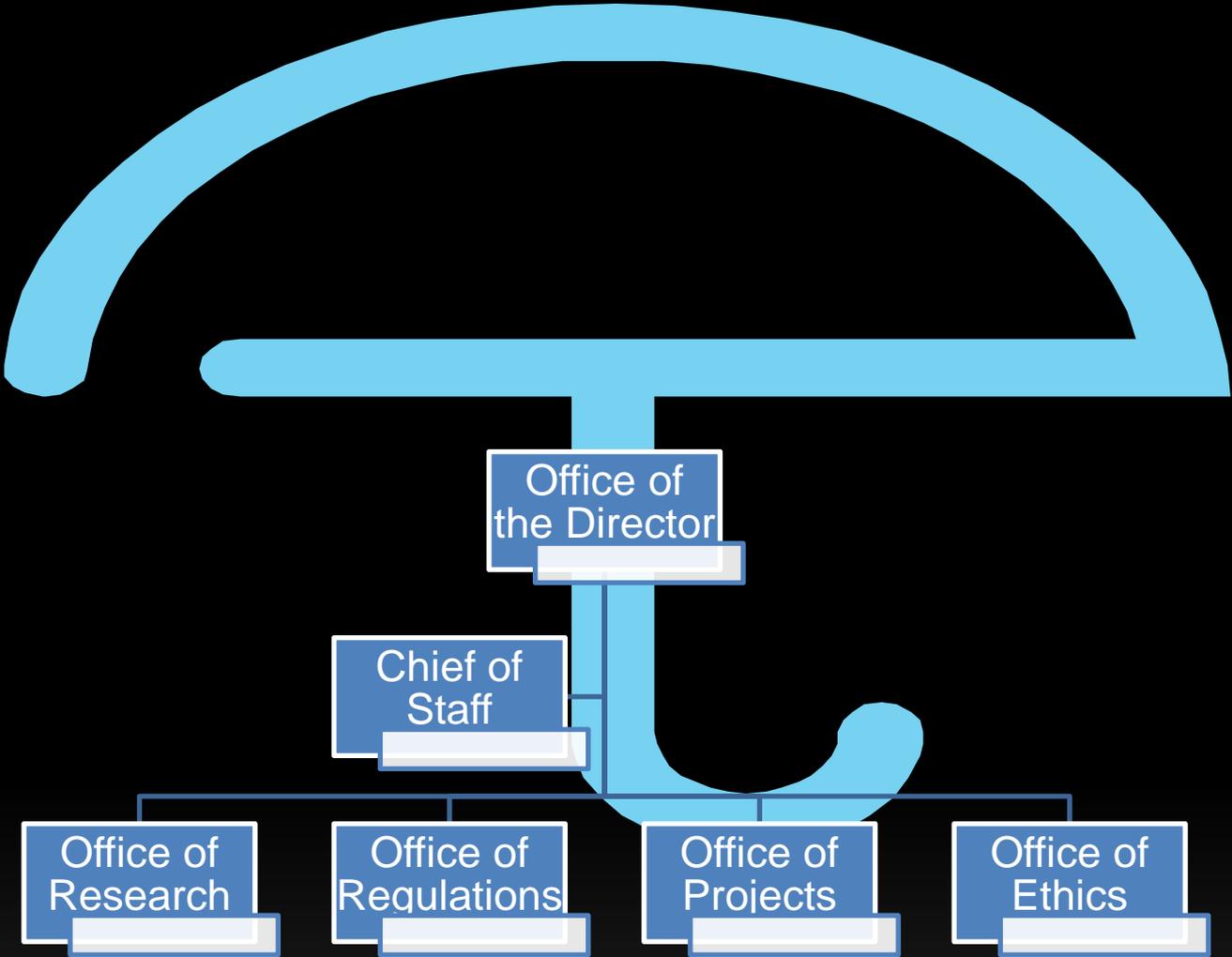
Leading the Ethics Program at  
your Agency

What is the role of an ethics program leader?

"Enterprise Risk Management (ERM) is a discipline that addresses the full spectrum of an organization's risks, including challenges and opportunities, and integrates them into an enterprise-wide, strategically-aligned portfolio view. ERM contributes to improved decision-making and supports the achievement of an organization's mission, goals, and objectives."

-Association for Federal Enterprise Risk Management  
(AFERM)





How do we help our organizations  
manage reputational risk?

What are the features of an at-risk organizational unit?

# Where do we find risk?

- Where work affects outside entities
- Infrequent oversight
- Isolation from preventative guidance/infrastructure
- Geographic isolation
- Punitive decision making environment

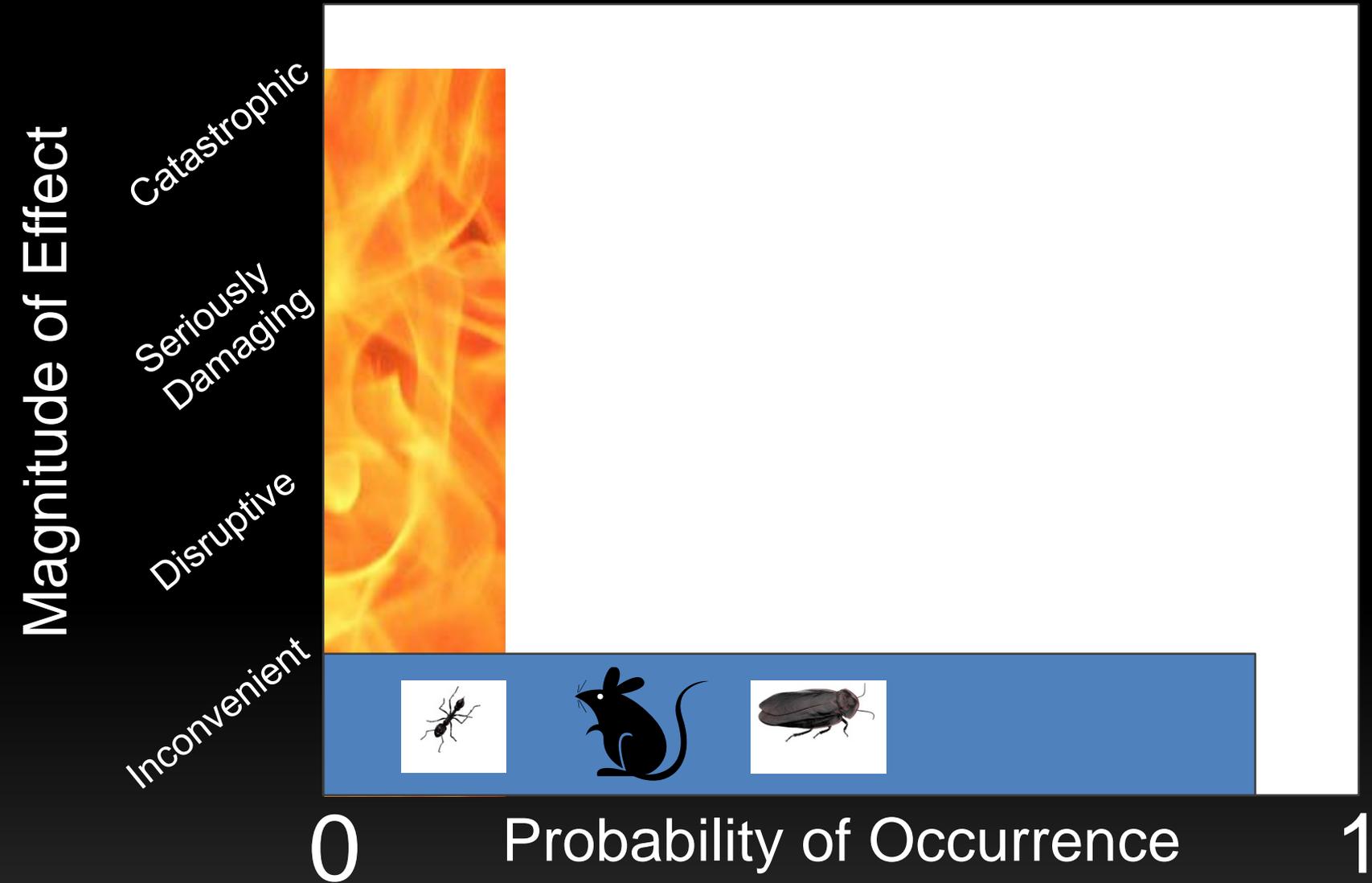
# When do organizations face the most risk?

- Increases in workload
- Nearing deadlines
- Change in leadership
- Reorganization
- Reductions in force

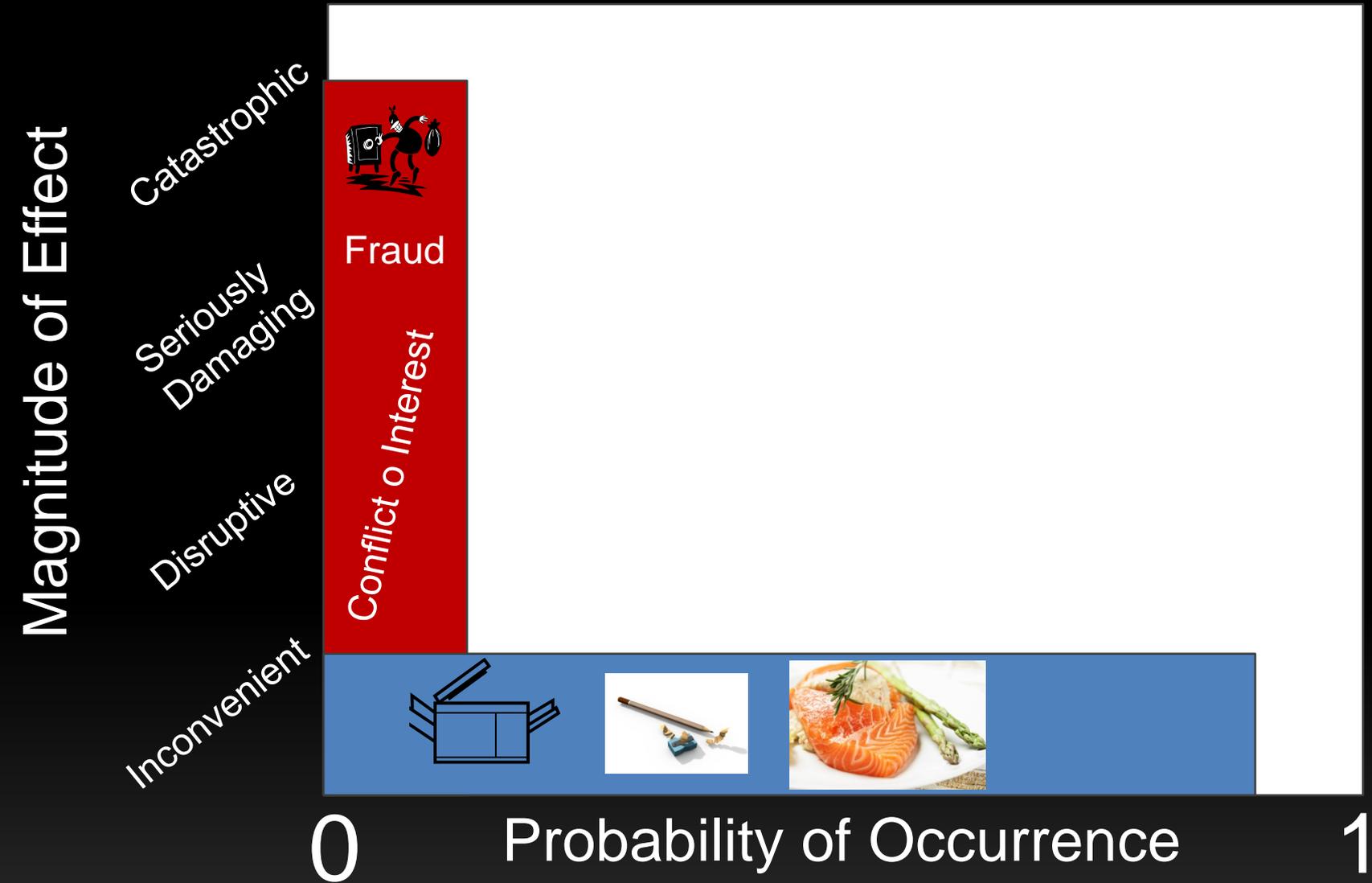
How can we use this information to manage risk?

How can we prioritize risks?

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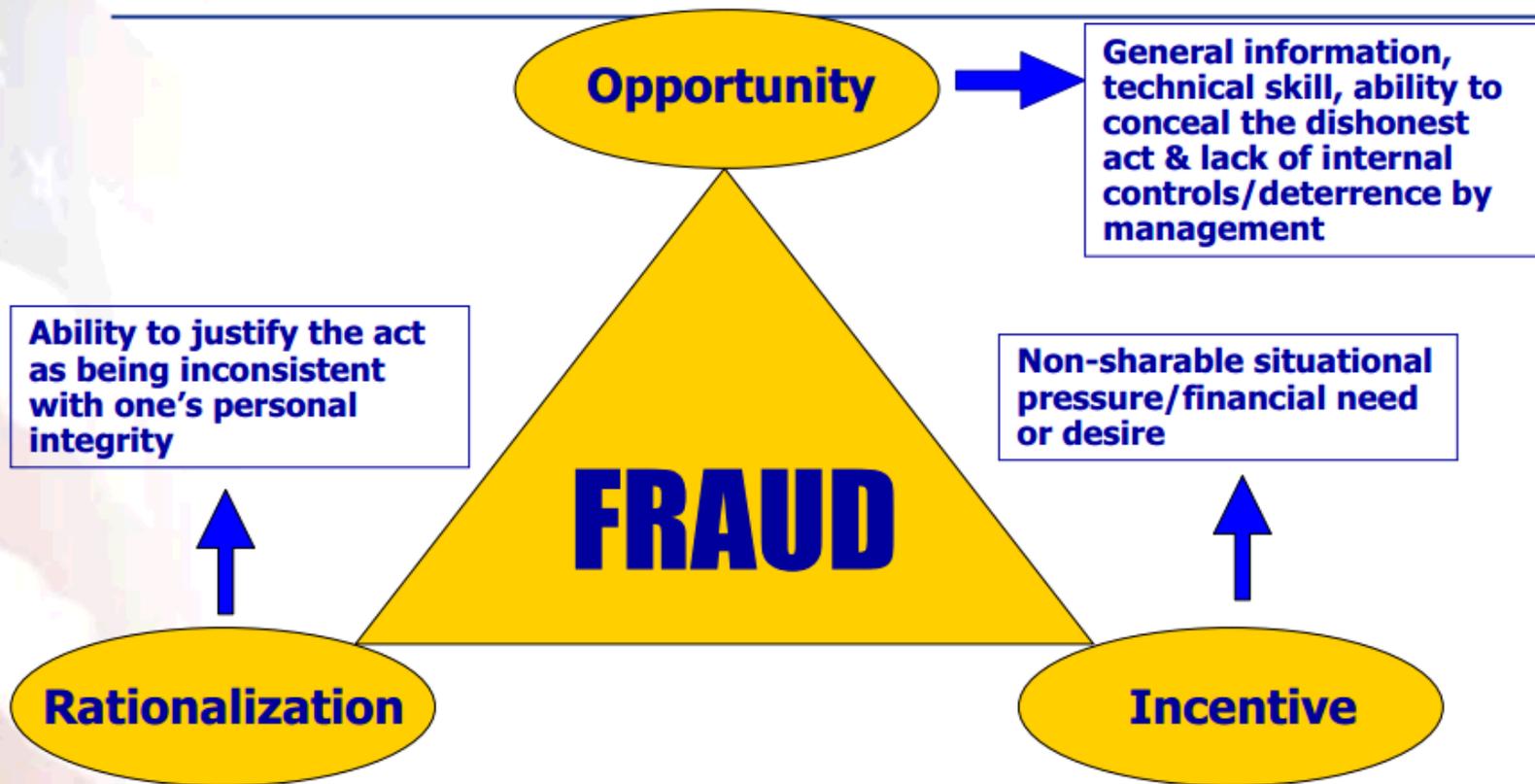


# Risk Management Strategies

- Periodic assessment
- Leveraging partnerships
- Strategic deployment of resources
- Timely interventions and training
  - Outreach to managers
  - Employee training
  - Ethics reminders
- “Game” response strategy<sup>2</sup>

Can we identify at-risk employees?

# Fraud Triangle



# Risk Management Strategies

- Enlist managers
  - Practice interventions
  - Identify risk
  - Ask for help
- Allocate education resources strategically
- Provide timely support and resources

# Complete a risk assessment.

## Risk Assessment and Ranking

Risk#1: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Risk#2: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Risk#3: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# Create a risk management action plan.

## Risk Management Strategies

Risk#1: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Risk#2: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Risk#3: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Risk#4: \_\_\_\_\_

# Works Consulted

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3. Corporate Executive Board; Maximizing Integrity at Key Career Moments *A Better, More Cost-Effective Approach to Compliance and Ethics Outreach*  
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4. Chana Joffe-Walt and Alix Spiegel; Psychology Of Fraud: *Why Good People Do Bad Things*, May 1, 2012  
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# Conclusion

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