

Risk Oversight Solutions Inc.

Knowledge & Experience Requirements

OBJECTIVE CENTRIC ERM/IA Specialist

KNOWLEDGE/SKILLS REQUIREMENTS

1. In-depth understanding of what is objective centric ERM and internal audit (OCERMIA) and the business case for implementing OCERMIA, including specific top benefits to all stakeholders including regulators, institutional investors, external auditors, credit agencies and others, as well as all key user groups including the board, CEO, CFO, senior executives, middle management, internal audit, risk specialists and other specialist groups.
2. In-depth understanding of the Risk Oversight Solutions' RiskStatusline™ approach to objective centric risk assessment and risk treatment design.
3. Defining and prioritizing value creation and preservation objectives, assigning target risk assessment rigour levels, independent assurance providers if applicable, and target independent assurance levels. (i.e. populating the core elements in the organization's OBJECTIVES REGISTER)
4. Completing macro/mid/micro level risk assessments on value creation/strategic objectives and value preservation objectives. (Note: macro level assessments are usually the hardest for new objective centric specialists)
5. Using the Risk Oversight Solutions Risk Source model and other risk identification techniques including internet research, cause of failure research, scenario modelling, visualization, process mapping, loss event databases and other methods to identify risks/threats to achievement of all types of objectives.
6. Using ROS' Risk Treatment Principles, Risk Treatment Elements, Risk Treatment Elements trigger questions and other recognized control models such as COSO 2013 internal control and COSO ERM 2017 to identify, evaluate and optimize the cost of risk treatment portfolios. This includes the ability to quickly categorize the risk treatments in place, as well as identify viable risk treatments that could be used to treat risks but have not been to date.
7. Developing reliable descriptions of residual risk status including unrated concerns, acceptable concerns, unacceptable concerns, indicator/performance data, impact information, impediments and specifics on risk transfer, including contract terms with customers and suppliers, and insurance coverage in place.
8. The 10 major assurance methods available including 5 "direct report" and 5 self-assessment approaches. This includes a solid understanding of the STRATEGY AND VALUE OVERSIGHT diagram to assist with training of C-Suite executives and Boards.

9. Objective centric ERM and internal audit implementation objections and barriers, response/rebuttal options, and implementation strategies.
10. The evolution of Generally Accepted Control Criteria (“GACC”) including major control and quality models with a focus on COSO ICFR 1992/2013, the Canadian CoCO framework, and European Quality and Baldrige Quality frameworks.
11. The evolution of Generally Accepted Risk Criteria (“GARC”) including the leading risk standards and frameworks with particular emphasis on ISO 31000 2018 and COSO ERM 2017.
12. Integrating insurance and risk transfer decisions with risk analysis and decision-making.
13. Linkages between Financial Stability Board (“FSB”) recommendations related to “Principles for Effective Risk Appetite Frameworks” and objective centric ERM and internal audit. Coverage of governance, risk governance, and internal audit expectations of Canadian regulators specific to TMX operations.
14. Technology to support objective centric ERM and internal audit – including technical specifications/requirements, functionalities, features, benefits, and customization options.
15. Generic facilitation skills to lead objective centric risk assessments using RiskStatusline approach.
16. Advanced level facilitation skills necessary to effectively facilitate RiskStatusline objective centric risk assessments, particularly workshops with the senior management group and/or the board.
17. Developing end result focused Service Level Agreements for assurance groups including internal audit, risk specialist groups, safety, environment, risk and insurance and others and solid understanding of the OBJECTIVE CENTRIC ERM/IA end result Imperatives.
18. Strategies to integrate performance management, strategic planning, annual planning, reward systems, risk management, assurance management and knowledge management.
19. Six Level Quality Assurance framework including completing 2nd line (the risk group) quality assurance reviews of OWNER/SPONSOR risk assessments and reporting results, and completing 3rd line (internal audit) audits of RiskStatusline assessments.
20. Basic principles used to develop estimates of the cost of risk treatments and the cost of formal assurance and how to “optimize” risk treatment strategies.
21. The importance of corporate culture to performance and long term success of implementing and sustaining objective centric ERM/IA.
22. Methods to identify conduct/culture risks when completing objective centric risk assessments and options available to treat conduct/culture risks.
23. Linkages between the objective centric ERM/IA approach and dealing with “disruption” and the need for innovation in corporations.

ADVANCED LEVEL OCERMIA CORE TRAINING/REFERENCE MATERIALS

1. ROS Advanced Level Core Skills training modules slide decks.
2. ROS Advanced Level Core Skills training exercises.
3. OCERMIA five step implementation overview diagram.
4. RiskStatusline diagram with easy to understand definitions.
5. ROS Risk Treatment Principles overview diagram.
6. ROS Risk Treatment Elements Quick Reference diagram and trigger questions.
7. ROS Strategy and Value Oversight 10 assurance methods large format diagram.
8. 10 primary assurance methodologies large format diagram.
9. ROS OCERMIA Six Level Quality Assurance Framework diagram.
10. ROS Objective Centric ERM/IA internal audit and risk group imperatives diagram.
11. ROS Corporate Culture Survey and impact on OCERMIA implementation strategies.
12. Sample Strategy and Risk Oversight corporate policy – core elements.
13. ROS conversion table – COSO ICFR 2013 Principles to ROS Risk Treatment Principles and Elements.
14. Financial Stability Board (FSB) Principles for Effective Risk Appetite Frameworks 2013.
15. COSO ERM 2017 Enterprise Risk Management: Integrating with Strategy and Performance. NOTE: This is copyright protected and must be purchased separately.
16. International Standard ISO 31000 Risk Management Guidelines 2018. NOTE: this is copyright protected and must be purchased separately.
17. Three Lines of Defense vs Five Lines of Assurance, Lauren Hanlon and Tim Leech, Chapter 17 Wiley's The Handbook of Board Governance.
18. Board Oversight of Management's Risk Appetite and Tolerance, Tim Leech, Conference Board Director Notes, 2012.
19. The Next Frontier For Boards: Board Oversight of Risk Culture, Tim Leech and Parveen Gupta, Conference Board Director Notes, June 2017.
20. Objective Centric vs Risk Centric: Which One is Best? Slide presentation, ROS, Tim Leech

Knowledge & Experience Requirements

OBJECTIVE CENTRIC ERM/IA Specialist

EXPERIENCE REQUIREMENTS

Level One Objective Centric ERM/IA Specialist

1. Completed workshop training and/or self-study on all knowledge/skill requirements.
2. Observed the preparation for and presentation of at least one objective centric risk assessment workshop facilitated by a Level 2 Objective Centric Specialist or ROS.
3. Been observed by a Level 2 Objective Centric Specialist or ROS facilitating a RiskStatusline™ assessment and received feedback and coaching.
4. Able to competently present introductory risk assessment/risk management training for OWNER/SPONSORS and business units, facilitate objective centric risk assessment workshops, and complete traditional direct report objective centric risk assessments (where internal audit or risk specialists do the assessment and reports results) using the RiskStatusline methodology.

Level Two Objective Centric ERM/IA Specialist

1. Completion of a minimum of 10 RiskStatusline™ risk assessment workshops and/or direct report RiskStatusline™ assessments including a minimum of 5 RiskStatusline™ workshops and at least 2 RiskStatusline™ direct report assessments.
2. Observation of the full training program for Level 1 Objective Centric Specialists presented by Risk Oversight Solutions.
3. Been observed by Risk Oversight Solutions presenting Level 1 training and received training and feedback.