

Government and Public Sector Enterprise Risk Management

Interest in enterprise risk management (ERM) is growing fast among federal agencies. A number of them have appointed a chief risk officer to manage their ERM efforts. Federal entities are starting to focus on enterprise solutions to manage risks that impact strategic and tactical objectives and use of resources. Along with this, a number of agencies are looking to translate the concept of ERM past the abstract framework into practical solutions that will ultimately support risk enabled performance.

There is a need for more risk intelligent management of agencies so that future opportunities and threats

to the agency's performance are recognized and addressed timely and appropriately.

The EY Government and Public Sector Enterprise Risk Management team offers a proven methodology and approach to help agencies leverage their investments in complying with Office of Management and Budget Circular A-123 Appendix A and other requirements by identifying and replacing isolated initiatives and remediation fixes with a holistic approach to integrating internal controls, compliance and risk management initiatives under an ERM framework.

ERM framework



Building a better working world

Benefits for clients

- A discipline that is integral to strategy formulation, operational decision-making and resource allocation oriented around outcomes rather than individual risks
- Costs reduced through planning, resource allocation and decision-making based on areas of high risk
- Consistent, agency-wide understanding and appreciation of current and emerging uncertainties and their interdependencies
- Enhanced risk analysis through data analytics, scenario analysis and stress testing to identify future trends and predictive indicators
- Integrated risk and performance management, enabling risk-adjusted real-time decision support

Key opportunity indicators

Organizations that have the following

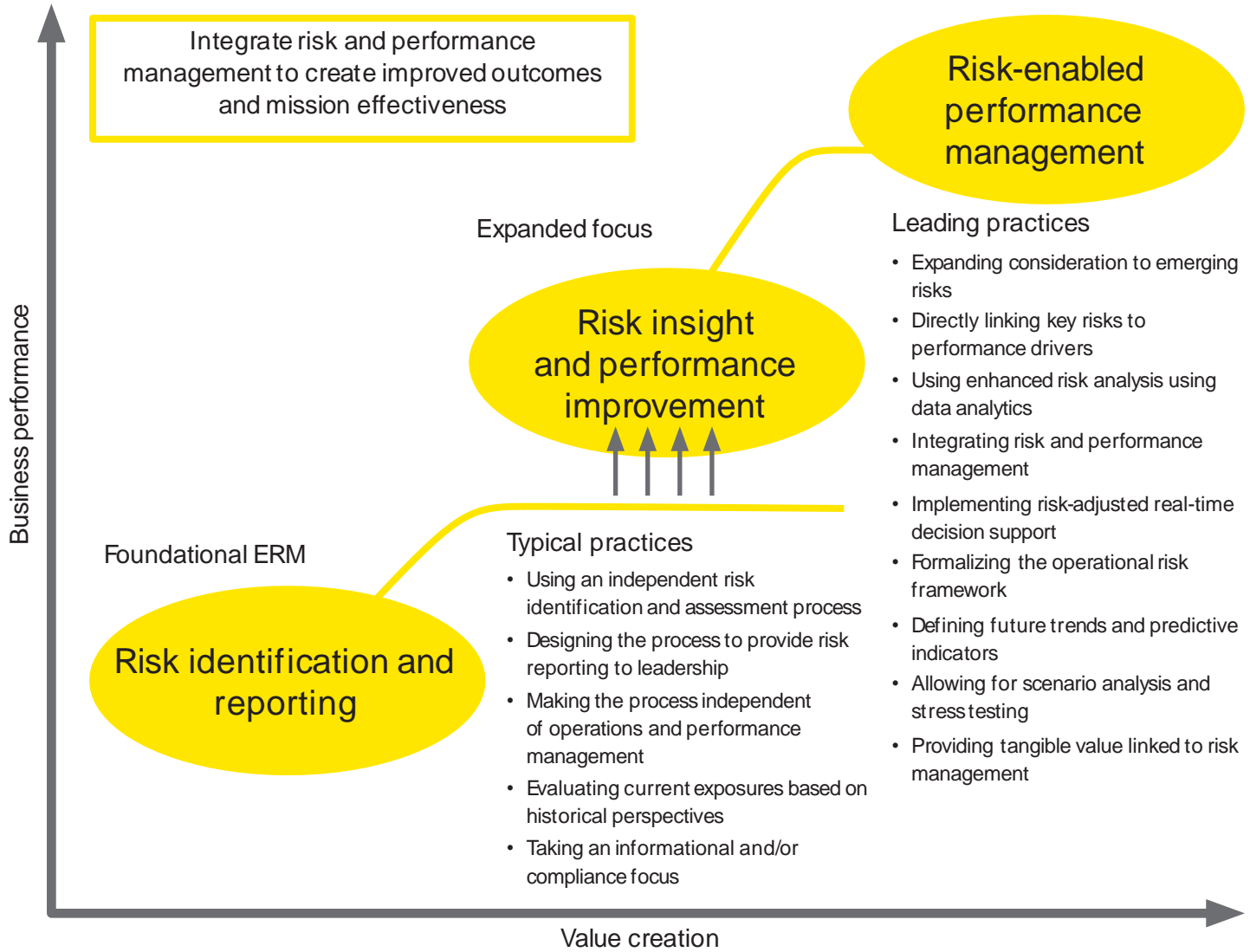
- Management concerned with risk management, compliance cost and overall success
- A complex or siloed risk management and compliance organizational structure
- Multiple units responsible for risk assurance, risk management and compliance activities, leading to inefficiencies, lack of responsibility and unclear span of control
- Current tools that are manually intensive and decentralized, leading to inconsistent and inefficient monitoring and reporting
- A highly visible, public profile

Organizations that lack the following

- Alignment across the agency on ERM—a common view on methodology, scope, process and tools to enable line of sight into organizational risks and related work
- Consistent risk criteria and ratings across risk management, compliance and audit
- Defined risk appetite that is commonly understood across the agency
- Risk management knowledge needed to fully serve operations
- Clear understanding of the interdependencies between various risks and between various internal controls, compliance and risk management initiatives

EY's ERM		
Rapid ERM assessment	ERM diagnostic	Enterprise risk assessment
<ul style="list-style-type: none"> • Focused assessment of the adequacy, alignment and coordination of risk coverage across various risk management groups, including assurance and compliance 	<ul style="list-style-type: none"> • Assessment of governance, risk management, integration and operational-level performance • Evaluation of the design and consistency in application of the risk management process and internal controls 	<ul style="list-style-type: none"> • Identification, assessment and prioritization of the key risks to achieving the organization's objectives and intended outcomes • Incorporation of the federal agency risk universe to develop the agency's risk profile and identify remediation steps

ERM maturity continuum



services

Risk governance	Risk integration	Governance, risk and compliance (GRC) implementation
<ul style="list-style-type: none"> • Design, implementation and analysis of risk strategy and oversight responsibilities to transform an agency from a reactive to a proactive risk posture 	<ul style="list-style-type: none"> • Tactical review and implementation to improve risk governance, risk management, and compliance integration and performance • Alignment and coordination across the existing risk and compliance management groups 	<ul style="list-style-type: none"> • A systematic approach to transformation through integration of GRC practices • Scope of impact that includes people and organization, processes, and technology to help derive greater value from risk management spend and improve overall business performance

About EY

EY is a global leader in assurance, tax, transaction and advisory services. The insights and quality services we deliver help build trust and confidence in the capital markets and in economies the world over. We develop outstanding leaders who team to deliver on our promises to all of our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities.

EY refers to the global organization, and may refer to one or more, of the member firms of Ernst & Young Global Limited, each of which is a separate legal entity. Ernst & Young Global Limited, a UK company limited by guarantee, does not provide services to clients. For more information about our organization, please visit ey.com.

Ernst & Young LLP is a client-serving member firm of Ernst & Young Global Limited operating in the US.

© 2014 Ernst & Young LLP.
All Rights Reserved.

SCORE no. BT0409
BSC number 1403-1225023 EC

EDNone

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax, or other professional advice. Please refer to your advisors for specific advice.

Contacts

Linda Springer

Executive Director
Government and Public Sector
+1 703 747 0388
linda.springer@ey.com

Daniella Datskovska

Senior Manager
Government and Public Sector
+1 703 747 0172
daniella.datskovska@ey.com