

Enterprise Risk Management (ERM) Online References

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The Basics

Executive Summary Enterprise Risk Management – Integrated Framework

The Committee of Sponsoring Organizations (COSO), a collaboration of finance and accounting professional organizations, offers the foundation work for ERM. The Executive Summary lays out the definition, tasks and benefits.

http://www.coso.org/Publications/ERM/COSO_ERM_ExecutiveSummary.pdf

Overview of Enterprise Risk Management

The Casualty Actuarial Society's (CAS) ERM educational covers ERM history, definition, and case study. The overview includes the conceptual and technical foundation as well as application of actuarial practice.

<http://www.casact.org/research/erm/overview.pdf>

Applying COSO's Enterprise Management Integrated Framework

The presentation covers the COSO framework for ERM including process activities. The role and value of internal auditors is also explained.

http://74.125.95.132/search?q=cache:gNMdh3_K9BAJ:www.theiia.org/download.cfm?file=24193+enterprise+risk+management&cd=6&hl=en&ct=clnk&gl=us

Enterprise Risk Management - Integrated Framework: Application Techniques

The American Institute of CPAs offers a book about ERM principles and concepts that provide ERM direction and guidance. The book is intended to provide guidance to organizations about ERM principles.

http://www.cpa2biz.com/AST/Main/CPA2BIZ_Primary/InternalControls/COSO/PRDOVR~PC-990015/PC-990015.jsp

Enterprise Risk Management Specialty Guide May 2006

Published by the Society of Actuaries, the Specialty Guide is a resource for a basic understanding of ERM. It also explains how ERM is different from traditional risk management.

<http://www.soa.org/library/professional-actuarial-specialty-guides/enterprise-risk-management/2005/august/spg0605erm.pdf>

Enterprise Risk Management

A primer on ERM published by nextgov.com; A systemic approach to ERM is recommended.

http://www.nextgov.com/the_basics/tb_20080516_9016.php

Introduction to ERM Managing Risk

The COSO's three dimensional matrix shows how the ERM process is integrated with the organizational structure and management of an enterprise. The introduction sees uncertainty as a risk to the value of the organization.

<http://erm.berkeley.edu/>

Definition of Enterprise Risk Management

The ERM definition comes from COSO. The definition includes links to terms used in the definition.

<http://www.businessdictionary.com/definition/enterprise-risk-management-ERM.html>

Enterprise Risk Management

The importance of inadequate controls identification and correction, local input for risk assessment, precise management reporting, and strong data management are highlighted as elements of ERM. The sixth element is making area managers responsible for financial controls.

<http://www.answers.com/topic/enterprise-risk-management>

Enterprise Risk Management in Context

The whitepaper argues for modern ERM to move away from managing risk in silos and identifying and managing risk interdependencies. Boards must balance opportunity and risk.

http://media.wiley.com/product_data/excerpt/60/04700146/0470014660.pdf

Enterprise Risk Management Introduction

The article points out the implications of historic corporate catastrophes and their long-term effects. It notes that some of the best corporate ERM programs are directed from the top.

<http://www.accountability-central.com/enterprise-risk-management/enterprise-risk-management-intro/>

Professional/Industry Organizations

[Enterprise Risk Management Institute International](#) (ERM International, Ltd)

The Institute is a nonprofit educational and research organization focused on the development of risk management educational standards. The organization promotes ERM best practices and institutional application.

<http://www.ermii.org/>

[Casualty Actuarial Society \(CAS\)](#)

The CAS website includes ERM: documents; educational resources; research projects and presentations. Examples include the "CAS ERM Vision," "ERM Overview," "Risk Management Terms," and "2008 ERM Symposium Handouts."

<http://www.casact.org/research/erm/>

[Risk Management Magazine](#)

The magazine published by the Risk and Insurance Management Society, Inc. discusses current topics in risk management. Features include "Preparing for a Complex Future" and "Managing Risk in Jails."

<http://www.rmmagazine.com/MGTemplate.cfm>

[International Risk Management Institute \(IRMI\)](#)

The International Risk Management Institute's compilation of expert articles such as "Uncovering Business Fraud" and "Compensation Reserves." The website also offers a whitepaper titled "The Insurance Company Talent Crisis" and a "Directory of Risk Management and Insurance Programs at U.S. Colleges and Universities."

<http://www.irmi.com/>

[Center for Enterprise Risk Management and Assurance Services \(CERMAS\)](#)

Georgia State University's Center for Enterprise Risk Management and Assurance Services. CERMAS is a university-based research and education center dedicated to the development and dissemination of an integrated body of knowledge in the identification, measurement, evaluation, control, and monitoring of risks on an enterprise wide basis.

The website contains contact information for the Center for Enterprise Risk Management and Assurance Services. A brief overview of ERM and the role of the Center is also included.

<http://www.cermas.gsu.edu/>

The Institute of Internal Auditors

The site for this professional organization includes an article about ERM and the role of the internal auditor. Related books and periodicals are also offered.

<http://www.theiia.org/theiia/about-the-profession/internal-audit-faqs/?search=Enterprise%20Risk%20Management&C=1074&I=1088>

The Risk Management Association (RMA)

Founded in 1914, The Risk Management Association (RMA), is a not-for-profit, member-driven professional association whose sole purpose is to advance the use of sound risk principles in the financial services industry. RMA promotes an enterprise approach to risk management that focuses on credit risk, market risk, and operational risk.

<http://www.rmahq.org/RMA/AboutRMA/>

Enterprise Risk Management Derailed?

The Risk Management and Insurance Society asserts that the financial disasters of 2008 were a consequence of firms failing to embrace ERM. These painful disasters are seen as opportunities to talk with company boards.

<http://www.riskandinsurance.com/story.jsp?storyId=183214881>

Terrorism and Enterprise Risk Management: Scenarios and Insecurity

The President of the Insurance Information Institute looks at post 9/11 terrorism risk and lack of impact that security efforts have had in the ability to assess actuarial risk. Consequently terrorism is as uninsurable today as it was at 9/11.

<http://www.iii.org/media/presentations/terrorism/>

Enterprise Risk Management - Actuarial Insight into Managing Enterprise Wide Risks

The Society of Actuaries website includes ERM best practices, guiding practices and case studies. It is noted that the recent sub-prime mortgage crisis is used as an example of unintended consequences and risk inter-connectivity.

<http://www.soa.org/news-and-publications/newsroom/erm/default.aspx>

The Alliance for Security Risk Management (AERSM)

The Alliance for Enterprise Security Risk Management (AERSM) was formed by three leading international security associations: [ASIS International](#), [ISACA](#) and the Information Systems Security Association (ISSA). The alliance brought together more than 90,000 global security professionals with broad security backgrounds and skills to address the significant increase and complexity of security-related risks to international commerce from terrorism, cyber attacks, Internet viruses, theft, fraud, extortion and other threats.

The Alliance for Security Risk Management has published five new whitepapers including "Business Impact Analysis: A Paradigm Shift," "A Case for Convergence of Corporate Physical and IT Security Management," "Risk Management for Identity Management Solutions," "The Convergence of IT Security and Enterprise Risk Management," and "Forming a Consolidated View of Risk from the Perspective of Traditional and Information Security" are included.

<http://www.aesrm.org/>

Groundbreaking Study Validates Enterprise Risk Management Boost to Business Performance

A study sponsored by the Risk and Insurance Management Society reports that ERM improves risk decision making and many times ERM implementation is incomplete. The effort also asserts formalized infrastructures use best practices; and that there is a correlation between ERM and improved credit ratings.

http://www.rims.org/aboutRIMS/Newsroom/PressReleases/Pages/11_08SofERM.aspx

Enterprise Risk Management: A Growing Body of Evidence

The publication summarizes the Risk and Insurance Management Society's "RIMS State of ERM Report, 2008." The RIMS report states that the current financial turmoil will result in legislation mandating further implementation of ERM. In addition, the report also discusses the correlation between ERM and business performance.

<http://www.roughnotes.com/rnmagazine/2009/february09/02p106.htm>

Professional Role

SearchCIO.com

The website is a repository of risk management and other related articles for Chief Information Officers like "Balance Scorecard Founder: In Recession Think Risk Management." Expert advice is given in pieces such as "Top Five IT Business Strategy Tips for 2007."

http://searchcio.techtarget.com/topics/0,295493,sid182_tax308965,00.html

CFO.com

Chief Financial Officer Magazine article titled "Enterprise Risk Management: A Practical Guide to Get Going Now." The author declares that ERM goes far beyond the Sarbanes-Oxley Act and the first implementation step is to identify the effectiveness of risk management activities already in place.

<http://www.cfo.com/whitepapers/index.cfm/displaywhitepaper/13010854>

Top 10 Enterprise Management Myths

This article for CIO magazine details common misunderstandings about ERM. Myths include "You Can Only Manage Risk from the Center," "Risk Management Is Dead," and "It Just Takes Common Sense."

http://advice.cio.com/gordon_burnes/top_10_enterprise_risk_management_myths

Working in Enterprise Management

The article outlines a Chief Risk Officer's view of a successful ERM approach. Elements of a successful program include creating a culture of risk awareness in the organization and embedding ERM within the strategic management process.

<http://www.naylornetwork.com/cia-nwl/articles/?aid=32892&projid=2081>

A Unified Approach to Risk Management

This paper for the AICPA looks at the current state of ERM and what it means for audit committees. Public companies are required that audit committees have risk management as part of their charter.

http://www.aicpa.org/download/audcommctr/Enterprise_Risk_Management_and_Audit_Committees.pdf

IFAD Policy on Enterprise Risk Management

A presentation to the Board of the International Fund for Agricultural Development seeking to establish an ERM policy and program implementation. The benefits include enhancing the attainment of Fund objectives through risk mitigation and assistance in decision-making and planning.

<http://www.ifad.org/gbdocs/eb/94/e/EB-2008-94-R-4.pdf>

The Evolution of Enterprise Risk Management

Actuary Magazine explains how the actuarial profession is involved many aspects of ERM including business review. Going beyond predicting events such as how many insured will die, new initiatives focus on risk/reward such as competitive pricing.

<http://www.ceranalyst.org/pdf/act-2008-vol5-iss3-wolf.pdf>

Financial

The Evolution of Enterprise Risk Management

A financial writer's article about the relationship between a company's implementation of ERM and your investment risk. The article also includes suggestions on how to determine whether a company has a strong ERM program.

<http://www.investopedia.com/articles/fundamental-analysis/08/enterprise-risk-management.asp>

CSO Security and Risk

The website includes an interview with past ASIS president Jeff Spivey which is part of the "What Happens to Security" series. Links to papers and case studies about current security and risk topics are also available.

http://www.csoonline.com/article/461481/Jeff_Spivey_on_Enterprise_Risk_Management

A Supervisory Perspective on Enterprise Risk Management

A speech made by Federal Reserve Board Governor Susan Schmidt Bies. Subject areas include: compliance risk; operational risk; mortgage lending; information security; and portfolio credit risk. The speech was given at the American Bankers Association Annual Convention on October 17, 2006.

<http://www.federalreserve.gov/newsevents/speech/bies20061017a.htm>

Standard on Enterprise Risk Management for Capital Adequacy and Solvency Purposes

The standard for insurers was published by the International Association of Insurance Supervisors. It covers integration of ERM within the organization and reporting the adequacy of ERM plans.

http://74.125.95.132/search?q=cache:2TgnRSEb0kJ:www.iaisweb.org/view/element_href.cfm?src=1/5792.pdf+Enterprise+Risk+Management&cd=68&hl=en&ct=clnk&gl=us

AHERF and Risk Management

This is a summary of a Healthcare Financial Management Magazine article that highlights the need for ERM. The focus of the article is on financial issues such as interest rate variability and "underlying credit risks of credit enhancers."

http://findarticles.com/p/articles/mi_m3257/is_8_62/ai_n31203063/

Enterprise Risk Management Provides Protection Against S&P Credit Rating Downgrade

The article explains how the S&P credit rating agency will now apply ERM analysis to companies in the nonfinancial sector. Back in 2005, S&P began its ERM analysis as part of its rating evaluation of financial institutions.

<http://www.metrocorpounsel.com/current.php?artType=view&artMonth=March&artYear=2009&EntryNo=9374>

Enterprise Risk Management and Mortgage Lending

A speech made by Federal Reserve Board Governor Susan Schmidt Bies. She discusses the risks of nontraditional mortgage products. The speech was given at the National Credit Union Administration 2007 Risk Mitigation Summit.

<http://www.federalreserve.gov/newsevents/speech/bies20070111a.htm>

**Liability-Driven Investing an Enterprise Risk Management Strategy:
Learn More about How Your Organization's Liabilities Can Figure into an Effective Risk Management Strategy**

ERM for the balance sheet is examined. Matching assets to liabilities is offered as a way of risk mitigation. Mirroring the growth and volatility of assets with pension liabilities can be used as an ERM strategy; as can consideration of debt covenants when making investments.

http://findarticles.com/p/articles/mi_m3257/is_8_62/ai_n31204483

Geer: Risk Management Should Change the Future

The article is an interview with "information security pioneer" Dan Geer who discusses the problems associated with investment risk.

http://www.csoonline.com/article/486668/Geer_Risk_Management_Should_Change_the_Future

S&P's ERM Reviews for Non-Financial Issuers – Where Do We Stand?

A summary of S&P's implementation of ERM reviews of non-financial companies states that the credit rating company has begun to look at "risk culture" and strategic ERM. This includes management views on risks the firms face and the influence of risk sensitivity on liability management.

<http://www.aicpa.org/download/audcommctr/enterpriseriskmanagement.pdf>

Guidance Paper on Enterprise Risk Management for Capital Adequacy and Solvency Purposes

Published by the International Association of Insurance Supervisors, the paper provides guidelines on the establishment and ongoing operation of an enterprise risk management framework and its importance to robust solvency assessment. It also has supporting information about the applicable ERM standard.

http://www.iaisweb.org/_temp/14_Guidance_paper_No_2_2_5_on_ERM_for_capital_adequacy_and_solvency_purposes.pdf

Enterprise Risk Management for Property-Casualty Companies

A joint paper by the University of Georgia's Director of the Actuarial Science Program and the Founder and CEO of Lighthouse Research applied the ERM framework to property casualty companies. It analyzes the use of different risk models and draws conclusions about the property casualty insurance industry.

http://www.ermii.org/Research/downloads/erm_paper080106.pdf

Colleges and Universities

University of California Risk Management

The university's repository for all things risk management includes information for ERM beginners such as the book *Enterprise Management for Dummies*. The status of ERM at University of California is presented as well as ERM toolkits with sample ERM forms and charters.

<http://www.ucop.edu/riskmgt/erm.html>

Meeting the Challenges of Enterprise Risk Management in Higher Education

An ERM summit of National Association of College and University Business Officers (NACUBO) was held in 2007 to develop a sustainable ERM model for higher education. The article summarizes the results of the discussion.

http://www.nacubo.org/documents/business_topics/NACUBOriskmgmtWeb.pdf

Penn State Enterprise Management

Penn State's ERM Key Initiative vision, accomplishments, goals and timeline are summarized. Although the initiative has been part of the previous strategic plan, many employees are not aware of the specifics.

<http://www.fandb.psu.edu/risk/default.shtml>

Collaborative Enterprise Risk Management: Executive Summary

The University of Washington paper discusses the institution's objective to create an exemplary compliance structure that utilizes best practices while maintaining the university's culture. The document examines approaches to ERM by other institutions, root causes of noncompliance; and makes recommendations.

<http://www.washington.edu/admin/finmgmt/erm/ermsummary021306b.pdf>

University of California Office of the President: Enterprise Risk Management

The University of California's Bulletin #7 looks at the traditional, progressive, and strategic approaches to risk management and where the University of California lies on the continuum. It outlines the roles and responsibilities of the Risk Management Office and highlights emerging risks. The Bulletin tells how ERM supports the University's Ethics and Compliance Program. ERM provides the tools for identifying, managing and monitoring risks.

<http://www.universityofcalifornia.edu/compaudit/documents/presentations/crickette1.pdf>

Treasury and Risk Management Services

The University of North Carolina at Chapel Hill's Department of Treasury and Risk Management Services present a list and an explanation of its services. ERM, risk assessment, and insurance are included.

<http://finance.unc.edu/treasury--risk-management/risk-management/our-services.html>

Technology

[Bank Systems and Technology Magazine](#)

The magazine publishes articles like “Risk and Reward: Enterprise Risk Management Technology” about the banking industry. This article asserts that ERM for banks can turn risk into opportunity.

http://www.banktech.com/channels/showArticle.jhtml;jsessionid=3UFWNMAB4UQQYQSNDLPSKHSCJUNN2JVN?articleID=193005176&_requestid=297889

[DataBased Advisor Magazine](#)

This article from *DataBased Advisor Magazine*, “Best Practices for Enterprise Risk Management,” discusses why and how a robust data environment is critical to ERM. Both technique and technology must be leveraged to create this environment.

<http://my.advisor.com/doc/18686?open&p=3&pid=ztdbms>

[Data Quality for Enterprise Risk Management](#)

The article shows how ERM and data quality initiatives complement each other. Data quality is a critical success factor for ERM programs. A common language between business and IT will help both.

<http://www.tdwi.org/Publications/BJournal/display.aspx?ID=8031>

[Intelligent Enterprise](#)

The article, “Enterprise Risk Management: Illuminate the Unknown,” illustrates how facets of IT architecture, such as transaction systems, decision support and data repositories, support ERM. Other items include business process management (BPM) and interfaces for corporate stakeholders.

<http://www.intelligententerprise.com/showArticle.jhtml?articleID=174300345>

Miscellaneous

[InsideSarbanesoxley.com](#)

The website focuses on CEO education and support. The blog covers a wide range of topics related to the implementation of the 2002 Sarbanes Oxley Act.

<http://www.insidesarbanesoxley.com/>

[Harvard Publishing Risk Management Articles](#)

“Enterprise Risk Management at Hydro One” is a case study offered through Harvard Publishing. The document may be downloaded or obtained in hard copy format.

http://harvardbusinessonline.hbsp.harvard.edu/b01/en/common/item_detail.jhtml?id=109001

Academic Paper: Enterprise Risk Management: Theory and Practice

The paper, jointly published by the Chief Risk Officer of Nationwide Insurance and the Chair of Economics and Banking at Ohio State, focuses on how ERM creates value for stakeholders and how a firm should choose its risk appetite. It provides a guide to ERM implementation issues.

<http://www.cob.ohio-state.edu/fin/dice/papers/2006/2006-15.pdf>

A New Congressional Report: A Call to Action for ERM Regulation

The article, "Wake-up Call for an ERM Approach to Business Continuity," reports that the congressional panel overseeing the Troubled Asset Relief Program (TARP) has called for increased regulation. The panel sights the failure in both the private and public sectors. In addition to requiring that corporations disclose risk, new legislation would have corporations demonstrate their competency in risk management and the systems and processes they use to manage risk.

http://www.ebizq.net/blogs/chief_risk_officer/enterprise_risk_management/

Indian Firms Slowly Embrace Enterprise Risk Management

A news release explains that a study has found how Indian companies that go global face increased risk and has compelled them to study ERM practices in Europe, Australia, and North America. The study notes that Indian firms have made steady progress in the early stages of ERM development.

http://www.conference-board.org/utilities/pressDetail.cfm?press_id=3359

Six Sigma and ERM

The article, "Six Sigma and Enterprise Risk Management," discusses how six sigma methodology and tools can strengthen ERM processes. Specifically, the author maintains that ERM-related requirements from regulators and customers can be quantified and therefore six sigma can be used to facilitate ERM.

<http://finance.isixsigma.com/library/content/c090304a.asp>

Enterprise Risk Management (ERM) Plan

The Texas Transportation Institute published an article about its ERM plan and implementation strategy. The article covers benefits, policy and process; and outcomes.

http://tti.tamu.edu/statereq_reports/erm_plan/

Walking on Eggshells

The effect of the current economic crisis on the waste management industry is discussed. The impacts include customer payments and insurance claims.

http://wasteage.com/Waste_Safety/insurance-trends-enterprise-risk-management-200902/

Enterprise Risk Management

An actuarial professor presents ERM in the context of stakeholder capital and risk management. In addition to a review of ERM, keys to making ERM a success are discussed.

http://74.125.95.132/search?q=cache:V_fbBzfhm08J:www.math.uiuc.edu/~gorvett/present/ermirms.ppt+Enterprise+Risk+Management&cd=215&hl=en&ct=clnk&gl=us

Enterprise Risk Management: Metrics and Assessments

SearchSecurity.com's compilation of: news; expert technical advice; reference material; whitepapers; webcasts and downloads about ERM measurement. Examples are "Number -Driven Risk Metrics Fundamentally Broken" and "The New School Information Security."

http://searchsecurity.techtarget.com/topics/0.295493.sid14_tax299997.00.html

Bnet.com's Compilation of Enterprise Risk Management Topics

The website has five links to webcasts and articles titled: "Calculated Risk Inside the 'Gut' of Goldman Sachs"; "Is Your Organization Prepared to Deal with Fraud and Corruption When It Occurs?"; "Putting Risk in the Comfort Zone"; "Nine Principles for Building the Risk Intelligent Enterprise."

<http://jobfunctions.bnet.com/Operations/Business+Security/Enterprise+Risk+Management/>

Using ERM to Evaluate Acquisitions and New Ventures

The article offers a systematic approach using ERM to review a new business and its potential impact on a company's risk profile. Free sign-up is required.

http://www.cfoproject.com/documents.asp?d_ID=4483

San Francisco International Airport: Enterprise Risk Management

The Airport Risk Manager reviews the preliminary work done to set the stage for ERM. This includes an environmental assessment, common language and risk baseline.

<http://www.aci-na.org/static/entransit/General%20Session%206%20-%20Mike%20Warren1.pdf>

Enterprise Risk - Fighting Risk Measurement Myopia

The author states that a risk gap analysis is necessary for a comprehensive risk management program. The article explains how to do a gap analysis and address the shortfall.

<http://www.riskcenter.com/story.php?id=11853>

Business Finance Report

The article, "Getting on Program," explains how ERM enhances corporate governance; steps to managing risk at an enterprise level. The article also covers the characteristics of companies with strong ERM programs.

<http://businessfinancemag.com/article/getting-program-0316>

DisasterResource.com

The article, "Why Is Enterprise Risk Management (ERM) Important for Preparedness?" explains how ERM helps a company identify adverse events that could disrupt a business. The ERM discipline includes planning and preparing for adverse events.

http://www.disaster-resource.com/articles/08p_022.shtml

*If you have additional questions, please contact Gary W Patterson at
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to discuss your ERM related needs.*