

August 2021

ERM Times Newsletter



The latest news and trends in enterprise risk management (ERM) from the Council of the Inspectors General on Integrity and Efficiency's (CIGIE) Enterprise Risk Management Working Group (ERMWG).

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The Next Normal: Preparing for a Post-Pandemic Fraud Landscape

With COVID-19 vaccinations being administered as quickly as possible and countries beginning to lift restrictions put into place to limit the virus's spread, many organizations around the world are preparing for a post-pandemic reality. However, shifts in business operations, economic impacts and changes in consumer behavior due to the pandemic will likely remain significant factors affecting entities — and their fraud risks and anti-fraud programs — going forward.

To assess how organizations are preparing for the “next” normal, the Association of Certified Fraud Examiners (ACFE), in partnership with Grant Thornton, surveyed anti-fraud professionals around the globe regarding the current and expected effects of COVID-19 on the fraud landscape. We hope that the information highlighted in this report, [*The Next Normal: Preparing for a Post-Pandemic Fraud Landscape*](#), will help you understand how fraud risk is evolving and the importance of staying ever-vigilant in protecting against its harms in the wake of the coronavirus.

SAVE THE DATE — Next CIGIE ERM Quarterly Meeting will be on September 8, 2021.

About ERMWG

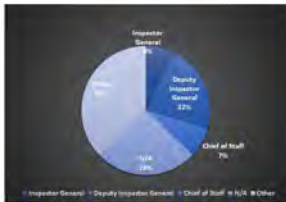
CIGIE's ERMWG contributes to the promotion and implementation of ERM principles in accordance with OMB Circular A-123 within the offices of the Inspectors General (OIG) community. [For the latest, visit the ERMWG page on the CIGIE website.](#)

CIGIE ERM Working Group Survey Results

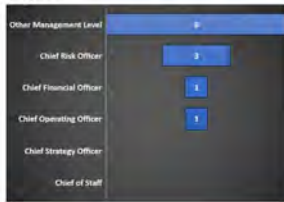


CIGIE ERM WG Survey 2021

Who does the leader of your ERM program report to?



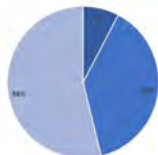
Which of the following titles best describes the person responsible for your OIG's ERM program?



Survey Results

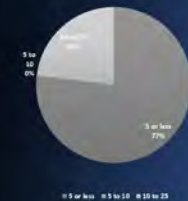
Survey Results

How long has your OIG practiced ERM?



How long has your OIG practiced ERM?

How many full-time employees (including contract support) are working in your ERM function?



How many full-time employees (including contract support) are working in your ERM function?

Survey Results: Strategy + Performance

To what extent has your organization integrated ERM into strategic planning?



Does your OIG ERM program encompass a holistic view of mission and mission support functions?



Do you have an executive-level council that reports and monitors risk as it relates to strategy and performance?



Survey Results: Budget

To what extent has your OIG organization integrated Enterprise Risk Management into budgetary processes?

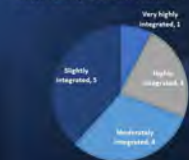


To what extent has your OIG organization integrated Enterprise Risk Management into execution processes (e.g. performance management and execution oversight)?



Survey Results: Internal Controls

To what extent has your OIG organization integrated Enterprise Risk Management program with the Management Internal Control program and/or Quality Assurance Program?



Has your OIG audited ERM at component agencies?



Does your OIG have a risk-based work planning process?



Survey Results:

- Participation from:
- DOJ OIG
- DHHS OIG
- Pension Benefit Guaranty Corporation
- FDIC OIG
- USAID OIG
- VA OIG
- DHS OIG - Office of Innovation - Policy Strategy and Risk
- OSDA OIG
- DOT OIG
- HUD OIG
- TIGTA
- State
- DoD OIG
- DOL OIG
- Equal Employment Opportunity Commission

Total of 26 responses

Does your OIG have an ERM Program?



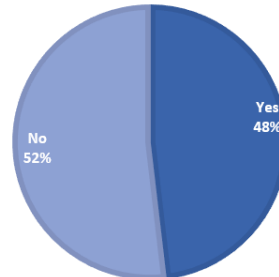
CIGIE ERM Working Group Survey Results

We received 26 responses across 15 agencies.

Participation from:

1. DHHS OIG
2. DHS OIG
3. DoD OIG
4. DOJ OIG
5. DOL OIG
6. DOT OIG
7. EEOC
8. FDIC OIG
9. HUD OIG
10. OSDA OIG
11. PBGC
12. State
13. TIGTA
14. USAID OIG
15. VA OIG

Does your OIG have an ERM Program?

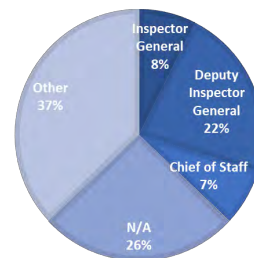


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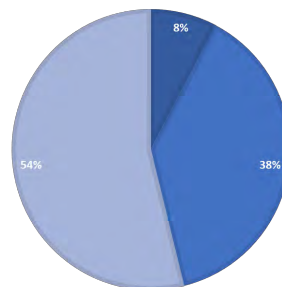
Who does the leader of your ERM program report to?

Legend: Inspector General (dark blue), Deputy Inspector General (medium blue), Chief of Staff (light blue), N/A (very light blue), Other (lightest blue)

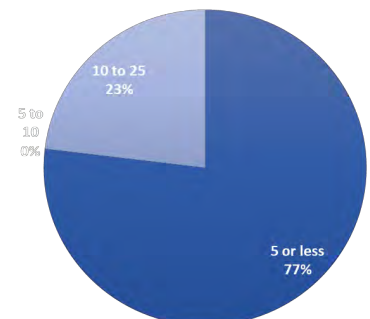


How long has your OIG practiced ERM?

Legend: 1 year or less (dark blue), 1-3 years (medium blue), 3-5 years (light blue)



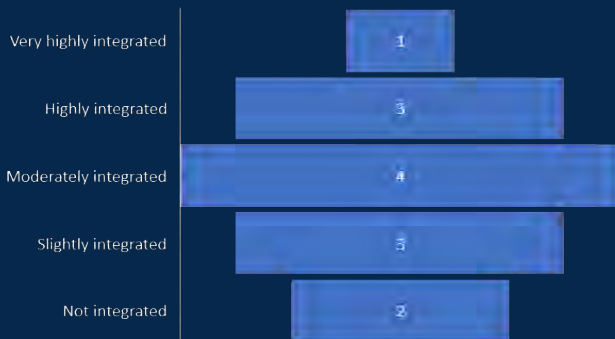
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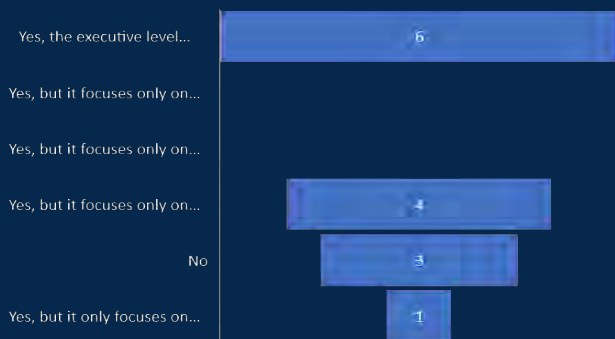
CIGIE ERM Working Group Survey Results

Strategy and Performance

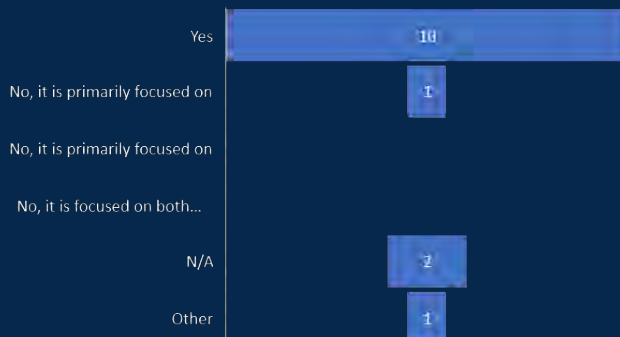
To what extent has your organization integrated ERM into strategic planning?



Do you have an executive-level council that reports and monitors risk as it relates to strategy and performance?

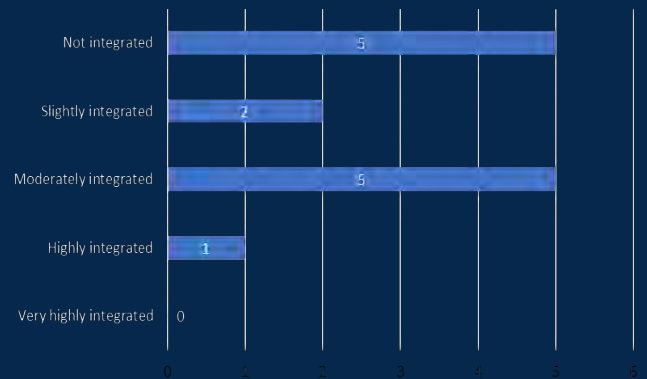


Does your OIG ERM program encompass a holistic view of mission and mission support functions?

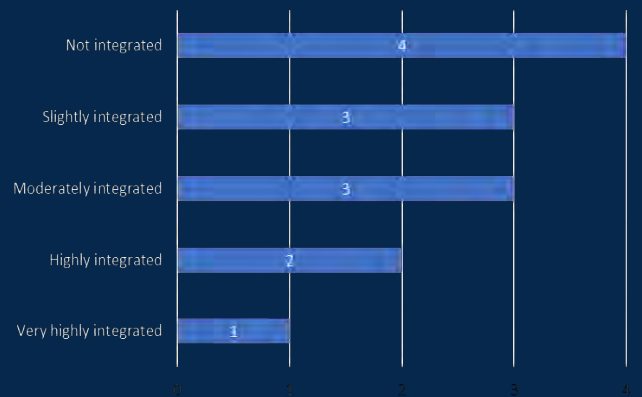


Budget

To what extent has your OIG organization integrated Enterprise Risk Management into budgetary processes?



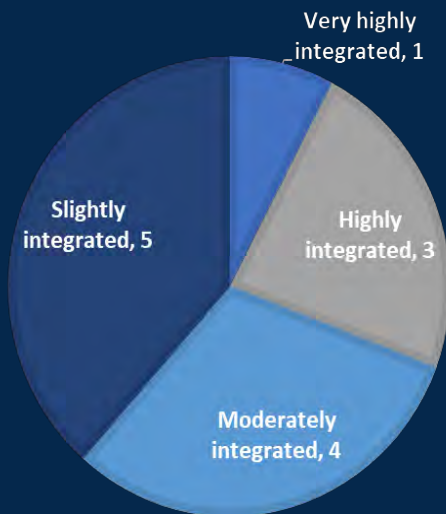
To what extent has your OIG organization integrated Enterprise Risk Management into execution processes (e.g. performance management and execution oversight)?



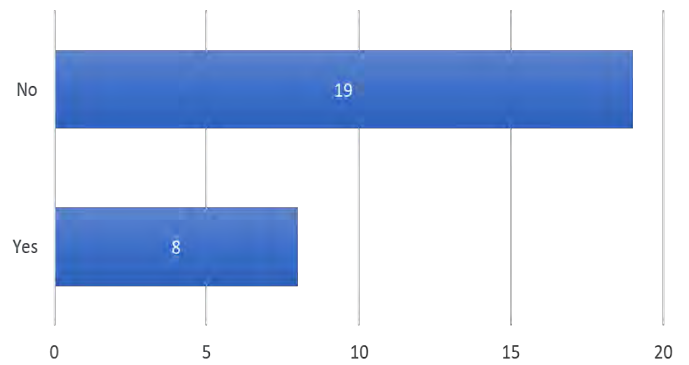
CIGIE ERM Working Group Survey Results

Internal Controls

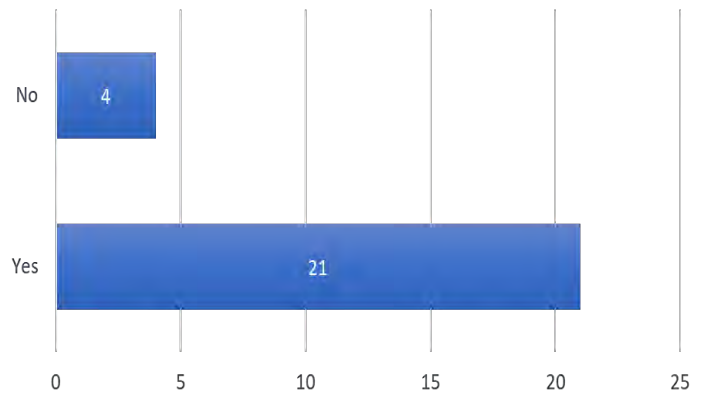
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Has your OIG audited ERM at component agencies?



Does your OIG have a risk-based work planning process?



ERM Playbook Now Available!

Playbook:
Enterprise Risk Management
for the U.S. Federal Government



Developed and issued in collaboration with Federal Government organizations
to provide guidance and support for ERM.

CFO
UNITED STATES
CHIEF FINANCIAL
OFFICERS COUNCIL

PIC.gov
Performance Improvement Council

**Now
Available!**

Chief Financial Officers Council (CFO) Council ERM Playbook Updates

On May 28, 2021, AFERM hosted a webinar on the updates to the ERM Playbook: Enterprise Risk Management (ERM) for the U.S. Federal Government. Currently being reviewed by OMB before its official release, you can find the Playbook on the OMB Max site.

Key Takeaways:

- Maturity Model—Outlines 5 maturity levels
- Risk Appetite and Tolerance—Expanded to its own section
- Integrating ERM with Management Practices—Strategic planning, Performance, Budgeting, and Internal Controls
- ERM and Cybersecurity—New Chapter

Training & Development Opportunities



**August
2021**

August 18—19, 2021: RIMS Fundamentals of Risk Management Virtual Workshop

<https://www.rims.org/education/online-learning/virtual-workshops/fundamentals-of-risk-management>

**September
2021**

September 21—22: Internal Control & Fraud Prevention Training

<https://www.agacgfm.org/Fraud/Home.aspx>

**October
2021**

October 26—27: 2021 AFERM Summit Training

<https://www.aferm.org/events/2021-summit/>



October 26 - 27, 2021 | **Virtual** | **7 CPEs**

Other ERM Training Resources

For additional ERM training resources, check out Exhibit B of the [Inspectors General Guide to Assessing Enterprise Risk Management](#) or the [ERM Training Catalogue](#), which includes classroom and web-based training options.

Thinking about Knowledge Exchange?



ERM Q&A Interviews

Explore a series of [RIMS interviews](#) to discover how successful risk professionals accelerate their ERM journeys to protect and create value for their respective organizations.



ERM Knowledge Exchange—Communities of Interest/ Practice

AFERM recently released a new [Exchange Information](#) among ERM Colleagues.

Topics include:

- Cyber-ERM Community of Interest,
- Data Analytics Community of Practice, and
- Small Agency Community of Practice



RIMS Risk Professional Growth Model 2020

The [RIMS Risk Professional Growth Model](#) provides a guideline for risk management professionals – and the organizations that employ them – about the professional knowledge, skills and abilities that support risk management career development and growth.



Podcasts & More!



Council of the IGs on Integrity & Efficiency CIGIE is on YouTube!

With weekly videos available, subscribe to the new CIGIE YouTube channel. Want to hear more? Turn into “[10 Question Tuesday](#)” [here](#).



Special Edition of The Business of Government Hour

Michael J. Keegan interviewed more than 300 government executives and thought leaders, who are tackling significant management challenges and seizing opportunities to lead. He has culled together their insights and practical, actionable approach to managing risk in government.

This post first appeared on [IBM Business of Government](#). Read the original article [here](#).



Flip this Risk Podcast

Dr. Karen Hardy as she discovers the human-side of risk-taking on how it influences our business.

You can subscribe on Apple Podcast [here](#).

ERM Training Resources

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ERM in the News

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AFERM BOARD EXPRESSES CONCERN ABOUT GROWING MISCHARACTERIZATION OF ENTERPRISE RISK MANAGEMENT IN THE FEDERAL GOVERNMENT

by Elizabeth Burden

The Association for Enterprise Risk Management (AFERM) draws attention to and provides clarification regarding a growing area of confusion in the realm of government enterprise risk management (ERM). In a statement, AFERM notes some of the distinctions between ERM and Risk Management and highlights the negative effect of conflating the two.

AFERM highlights positive engagement from oversight bodies including the Government Accountability Office (GAO) and various inspectors general, but also notes: “in some instances, additional purposes and roles are ascribed to ERM.”

Read the original article [here](#).

A Tip for New Administration Appointees by Tom Brandt

With a new team of political appointees under the Biden Administration have been gradually filling out agency leadership roles, Tom Brandt, IRS’s Chief Risk Officer, provides guidance on the renewed relevance to a call that was made in 2019 for leaders to embrace Enterprise Risk Management (ERM). While no magic bullet, ERM can help these new government leaders navigate through a landscape of escalating threats and challenges by equipping them with enhanced organizational and individual capabilities for identifying, assessing, and managing risks to agency missions.

This post first appeared on [IBM Business of Government](#). Read the original article [here](#).



ERM in the News

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Paying Attention to Forces of Change

By NC State ERM Initiative Staff

Mark Beasley, Director of the ERM Initiative at NC State University, interviewed Mick Reed, Director of Strategy and Risk Management at VF Corporation, about lessons he learned from serving as a senior consultant helping the U.S. Marine Corp anticipate ever-evolving conditions triggered by emerging global political and post-terrorism issues. Mick shares insights he gleaned from that experience about developing a framework to set the scope for thinking about a wide range of potential emerging risk issues that might be forcing change that lead to a “new normal.” Focus on your people first – employees, customers, suppliers, partners – get them to a place of safety and where they feel some sense of security.

See the post at the [NC State ERM Initiative](#).

Biden administration moves toward making the pandemic work-from-home experiment permanent for many federal workers

By Lisa Rein

As the Biden administration contemplates how to return the massive federal workforce to the office, government officials are moving to make a pandemic experiment permanent by allowing more employees than ever to work from home — a sweeping cultural change that would have been unthinkable a year ago.

The Biden administration is set to release long-awaited guidance to agencies in June 2021 about when and how many federal employees can return to the office — likely in hybrid workplaces that combine in-person and at-home options, according to officials and memos obtained by The Washington Post. The bulletin is expected to address remote work policies in the immediate and long term.

Read the original article [here](#).



Upcoming ERMWG Meetings

Wednesday, September 8,
2021

Wednesday, December
8, 2021

Contact

oig.erm@oig.dol.gov to be added to ERMWG meeting invitations or you may contact Jessica Southwell or Temika Edwards directly.

If you have recommendations or ideas for future ERM newsletters, feel free to reach out to: Jessica Rivera at jessica.rivera@usdoj.gov

ERMWG Chair/Co-Chair

Jessica Southwell, DOL OIG
Temika Edwards, DHS OIG

ERMWG Support

Brian Kelly, DHS OIG
Jerry Aubin, DHS OIG
Jessica Rivera, DOJ OIG

Best Places to Work in the Federal Government



2020 Best Places to Work rankings were released by the Partnership of Public Service on June 29, 2021.

Best Places to Work in the Federal Government

1. NASA
2. Intelligence Community
3. Department of Transportation
4. Department of Health and Human Services
5. Department of Commerce
6. Department of Treasury
7. Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities
8. Department of Veterans Affairs
9. Department of Navy
10. Department of the Air Force

Submissions to ERM Times

Submit articles or other content to ERM Times at oig.erm@oig.dol.gov.

Contact ERMWG

For further information on the CIGIE ERM Working Group, contact oig.erm@oig.dol.gov or Jessica Southwell southwell.jessica@oig.dol.gov or Temika Edwards at

ERMWG Sub-Groups

Implementing an ERM Risk Assessment Approach for Audit Planning Purposes

Co-Chairs:

Shellie Purnell-Brown, FEC OIG
Jonelle Pianta, HUD OIG

Auditing ERM Implementation at Component Agencies

Chair: Rebecca Sharek, SEC OIG

ERM at Small OIGs

Chair: Nick Novak