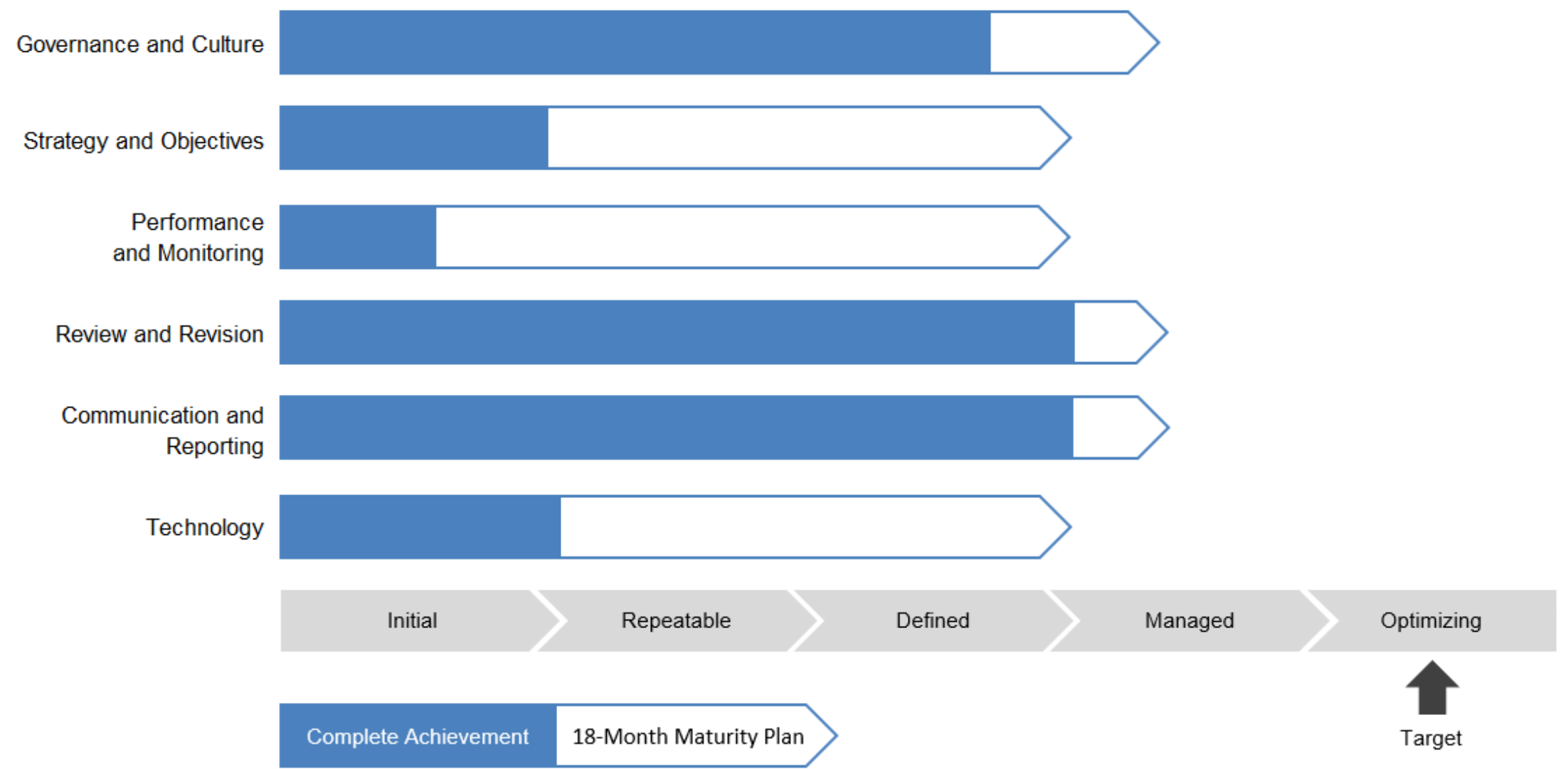


Enterprise Risk Management 18-month proposed maturity plan

Component	Phase 1	Phase 2	Phase 3
Governance and Culture	<ul style="list-style-type: none"> Develop training plans for ERM staff 	<ul style="list-style-type: none"> Enhance education of ERM stakeholders 	
Strategy and Objectives	<ul style="list-style-type: none"> Develop and obtain approval of organization-wide risk appetite and tolerance statements 	<ul style="list-style-type: none"> Develop frameworks for internal and external environmental risk factors/events 	<ul style="list-style-type: none"> Ensure risk appetite and tolerances are an integral part of the strategic planning process
Performance and Monitoring	<ul style="list-style-type: none"> Create a consolidated risk universe 	<ul style="list-style-type: none"> Develop Key Risk Indicators relevant to the risk appetite and strategy 	<ul style="list-style-type: none"> Develop a holistic risk profile template for all risk types Establish and gain approval of criteria to prioritized risks
Review and Revision		<ul style="list-style-type: none"> Create an annual training needs assessment for ERM staff, RCN and ERCC members 	<ul style="list-style-type: none"> Identify impacts on business objectives by regularly assessing internal and external environments risk factors
Communication and Reporting			<ul style="list-style-type: none"> Establish a formal escalation process to communicate emerging risk with executive leadership and board members Identify the most value-add activity and outcome-based performance measures
Technology	<ul style="list-style-type: none"> Deploy software solution that supports maturity of the Risk program 	<ul style="list-style-type: none"> Integrate existing organizational data into new ERM software solution 	

Enterprise Risk Management maturity components and goals



Enterprise Compliance Services 18-month proposed maturity plan

Component	Phase 1	Phase 2	Phase 3
Governance, Administration and Authority	<ul style="list-style-type: none"> Update framework and charter Hire staffing resource 	<ul style="list-style-type: none"> Inventory organization-wide assurance activities 	<ul style="list-style-type: none"> Request staffing resources
Standards and Policies	<ul style="list-style-type: none"> Develop compliance procedure manual 	<ul style="list-style-type: none"> Support implementation of new regulatory compliance requirements Administer annual enterprise-wide policy Attestation 	<ul style="list-style-type: none"> Support implementation of new regulatory compliance requirements
Risk Assessment	<ul style="list-style-type: none"> Support third-party risk management and procurement compliance 	<ul style="list-style-type: none"> Support third-party risk management and procurement compliance Develop plan to align ECS and ERM risk assessments 	<ul style="list-style-type: none"> Support third-party risk management and procurement compliance Fully align ERM and ECS risk assessments
Monitoring		<ul style="list-style-type: none"> Develop and document monitoring program framework and processes 	<ul style="list-style-type: none"> Select policies to begin testing and monitoring
Training and Education	<ul style="list-style-type: none"> Identify ECS team training needs to support maturity plan Develop an annual risk-based compliance education plan 	<ul style="list-style-type: none"> Develop ECS team continuous education program Implement risk-based compliance education plan 	
Technology	<ul style="list-style-type: none"> Secure funding and acquire software to support maturity 	<ul style="list-style-type: none"> Implement software 	

Enterprise Compliance Services maturity components and goals

