

Enterprise Risk Management Readiness Assessment Questionnaire (ERMRAQ)



The intent of this ERMRAQ tool is for you to gain information regarding the readiness of your Organization to implement ERM Practices or the maturity of ERM initiatives already initiated. Once the ERMRAQ tool is completed, review your assessment and begin to address the low readiness areas (red) and continue moving the work underway areas (yellow) toward the high readiness (green).

Key:
Green = High Readiness
Yellow = Work underway
Red = Low Readiness

Area	Rate		
1. Development of an ERM program is an ongoing process. Has the organization discussed and clearly articulated why implementation of an ERM program is important now?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No
2. Are organizational senior leaders and board members aware of and understand the value of ERM?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No
3. Is a senior leader, board member or champion identified to partner with the ERM leader to further the ERM agenda?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No
4. Is the Organization's Board willing and able to engage in discussions about the changes needed to create a culture focused on an ERM approach and will they support any necessary changes?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No
5. Has a culture survey of the Organization been completed within the last 3 years?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No
6. If a culture survey has been completed have the results been discussed with the board?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No
7. Does the Organization encourage risk awareness by encouraging event reporting and looking to system design and human factors that contributed to events/errors and not individuals?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No
8. Does the organization have a fair and just culture in place throughout the organization?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No
9. Is there an identified ERM leader in the Organization?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No
10. Does this person have the necessary ERM acumen, passion, credibility and respect to lead the initiatives?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No
11. Are sufficient financial and other resources available to allow for the development and implementation of an ERM program?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No
12. Does the Organization have a robust system to identify and report near misses or "good catches"?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No
13. Does the Organization understand internal and external risk within the enterprise and the benefit of risk avoidance and acceptance?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No

Area	Rate			
14. Does the Organization define, measure and consistently report Key Performance Indicators (KPIs)?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
15. Has your organization identified the Key Risk Indicators (KRIs) that might interfere with reaching the KPI?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
16. Does the Organization have a robust process for using data to measure the Organization's progress or achieve specific goals?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
17. Is this data collection process integral with the Organization's financial system to allow for the calculation of economic profit /loss?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
18. Has the Organization identified necessary and appropriate reporting tools/template and implemented same?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
19. Does management provide feedback to all staff on performance so areas of systemic weakness can be identified?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
20. Has the Organization articulated and disseminated entity-wide core values and does it hold its Board, leadership, staff and other providers accountable to conforming their behaviors to such values?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
21. Financial pressures do not hinder the Organization's efforts to invest in new opportunities?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
22. Does the Organization evaluate and take advantage of opportunities to create value?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
23. Are strategic planning sessions held regularly and are delegates or representatives present from the entire enterprise?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
24. Is the Chief Risk Officer (CRO)/risk manager part of this process?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
25. Has the Board with senior level leadership to adopted a risk appetite statement and implemented a process for periodically reviewing it?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
26. Do all departments and service units adhere to and understand the impact of these statements?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
27. Is the ERM Program fully integrated with the Strategic Planning process for the Organization?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
28. Does the Organization have mission and vision statements that reflect its current purpose and future direction and are such statements widely disseminated and well understood by stakeholders?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
29. Are strategic planning efforts directly linked to the Organization's mission, vision and core values?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
30. Is risk specifically considered as part of the development of Organizational strategies and business objectives?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
31. Has the Organization assessed its risk capacity and taken steps to ensure that the risk it assumes remains within the limits of its capacity?	<input type="checkbox"/> Yes	<input type="checkbox"/> In progress	<input type="checkbox"/> No	
32. If you are the CRO/Risk manager or are being asked to take on ERM, how prepared do you feel you are?	<input type="checkbox"/> Highly prepared	<input type="checkbox"/> Somewhat prepared	<input type="checkbox"/> Limited preparedness	<input type="checkbox"/> Not effective

