



User manual Risk Management



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CERRIX B.V.

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1. Introduction

This user manual describes the use of the Risk module for CERRIX. This module enables the registration of risks, the scoring of risks the linkage of Risk Mols.

2. User roles

There are six different types of users in the Risk module, displayed by user roles. Each user role has specific rights for certain parts of the module, which are defined beforehand. These user roles must be allocated to a user. To give a user more rights, multiple user roles can be selected. Roles that can be selected are: Risk Unrestricted Administrator, Risk Restricted Administrator, Risk Unrestricted Writer, Risk Restricted Writer, Risk Restricted Viewer, Risk Restricted Viewer. An overview of the roles and the corresponding rights is given in table 1. All restricted users have only right for their own organization. In the table marked with a blue color.



[•]In combination with Control Administrator or Control Write role

Table 1 User roles and rights



2.1 Risk Unrestricted Administrator

The Risk Unrestricted Administrator is the user who will set up and keep the complete overview of the Risk module. Therefore, this role has rights to all functionalities in this module. The Risk Unrestricted Administrator can see Confidential Risks of the entire organization. With this role it is possible to see all risks and controls in the module and edit them. Furthermore, this user is able to create new risks for the entire organization, and link controls and actions to them. The Risk Unrestricted Administrator can also maintain Risk standing data for the entire organization.

2.2 Risk Restricted Administrator

The Risk Restricted Administrator has also access to the Risk Standing Data but can't change all the Risk standing data. Furthermore, the Risk Restricted Administrator has rights to all functionalities in the Risk module.

2.3 Risk Unrestricted Writer

The Risk Unrestricted Writer has read and write rights for the entire organization/ business unit. This user can create, view and edit risks for every organization/Business Unit, and approve risks, controls and Mols for every organization/ business unit.

2.4 Risk Restricted Writer

The Risk Restricted Writer has read and write rights for his own organization/ business unit. This user can create, view and edit risks belonging to his own organization/ business unit, and approve risks, controls and Mols for his own organization/ business unit.

2.5 Risk Unrestricted Viewer

The Risk Unrestricted Viewer has only unrestricted read rights. This means that the user can view all risks, non-confidential and confidential, for the entire organization, but has no rights to create or change any risks.

2.6 Risk Restricted Viewer

The Risk Restricted Viewer has restricted read rights. This means that the user can view all confidential and non-confidential risks for his own business unit. At last, the user has no rights to create or change any risks.



3. Adding a new risk

Adding a Risk consists of two steps:

- 1) Defining the standing data of the Risk module;
- 2) Filling in the details of the risk.

These steps will be elaborately explained in the following paragraphs.

3.1 Defining the standing data

In order to add a Risk, the standing data must be defined first. This standing data is used when filling in the details.

3.2 Creating a Risk

After the standing data is defined, the Risk can be added. This can be done in two ways:

1. Via the Risk workspace, clicking on the "Add risk"-button (see "A" figure 1).



Figure 1 Add new Risk

This will lead to the screen displayed in figure 2. In this screen you can enter the details for a new risk. The screen consists the following data fields:

Risk Detail

- Organization: Select the organization to which the risk applies.
- Risk catalogue: Select the appropriate risk catalogue for this risk.
- **Definition risk catalogue:**
- Subtype: Select the appropriate risk subtype for this risk. This field is dependent on the risk catalogue. When no risk subtypes are entered for a risk catalogue, it is not possible to select a risk subtype;
- Risk name: Enter the name for the risk.
- **Description**: Enter a detailed description for the risk.
- Business dim: Select the business dimension(s) for which the risk applies. When clicking on 'all business dimensions', you will see all business dimensions for the organization. Check the box for the appropriate business dimension(s). When clicking on 'selected business dimensions', you will see an overview of all selected business dimensions for this risk.
- Owner: This field is automatically generated. However, it is possible to change the assessor for this specific field by clicking on the dots (next to the name of the selected assessor).
- Risk area: This field is automatically generated when selecting the risk catalogue. However, it is possible to change the risk area for this specific risk by clicking on the arrow and selecting a new risk area.
- Event category: This field is automatically generated when selecting the risk catalogue. However, it is possible to change the event category for this specific risk by click on the dots (next to the name of the selected event category) and selecting a new event category.
- Cause: Enter the cause for the risk in this field.
- Effect: Enter the effect of the risk in this field.
- **Confidential:** A checkbox if the operational risk is confidential.
- **Approved**: A checkbox if the risk is approved by the assessor.
- **Reviewed**: A checkbox if the operational risk is reviewed.



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Figure 2 Risk Details



Risk Scoring (see figure 3)

- Gross likelihood: Select the gross likelihood for this risk to occur.
- **Gross impact**: Select the gross impact for this risk when it occurs.
- **Net likelihood**: Select the gross likelihood for this risk to occur.
- Net impact: Select the gross impact for this risk when it occurs.

Scoring the risk can be done in two ways. The first option is to click on the matrix. You can see that cells underneath the matrix is moved. It is also possible to change the cells

- **Risk appetite:** In the Risk matrix, a dotted line can be shown. The dotted line is the defined risk appetite in the standing data of the risk catalogue
- **Custom impact scales**: Select the impact score for custom defined impact labels. You can determine what risk custom impact scale, by clicking on the checkbox before the impact scale. Please note that CERRIX will compare the overall impact score with the leading impact scale. The user will get a notification if the custom impact scale is higher than the overall score.

Gross impact (overall score)



Gross impact is different than leading custom impact, click here to align.

Following an overview of the Risk scoring paragraph.



Figure 3 Risk Scoring



Risk Assessment (see figure 4)

- Risk appetite: Stated green when inside the risk appetite, state red when a risk is outside the appetite.
- **Risk treatment:** Select the appropriate treatment for this risk.
- Comment on Risk appetite: Only available when risk is outside the risk appetite.
- Overall risk assessment: Select the overall score based on net likelihood & impact.
- Assessment Date: The date when the last assessment of this risk was executed.
- Comment on overall risk assessment: Enter the comments on the overall risk assessment

Risk assessment

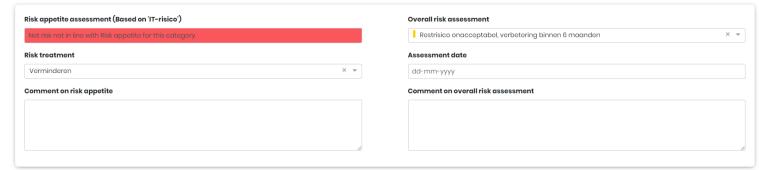


Figure 4 Risk Assessment

Comments and custom fields (see figure 5)

- Comments: Enter the comments for the risk.
- Custom fields: Custom fields defined in standing data

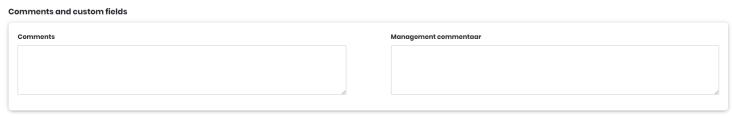


Figure 5 Comments and Custom fields



After filling in all the necessary details for this risk, click on the "save"-button (see "B" figure 2) to save the risk in the database or save the risk and start adding a new risk.

When the Risk is saved, a summary comes available.

Summary

- Risk ID: The risk ID in this field is automatically generated when saving the risk.
- Name: The name of the field that is given.
- Registration date: The date the risk is booked in CERRIX.
- Last modifier: The user who last saved a change in this risk.
- Risk Owner: The user is responsible for this risk
- Is key risk: Defined as key risk or not

ID: 00000318

Name: ELC - Risk - Financial Reporting Processes

Registration date: 09-07-2015

Last modifier: Andeweg, Ruben Risk owner: Andeweg, Ruben

Is key risk: No

Figure 6 Summary



4. Linking controls to risks

Now that the Risk details are filled in, the user can link controls to the Risk, if he has an additional control administrator or writer role, and add new Risk Mols or link existing IM Mols to the Risk.

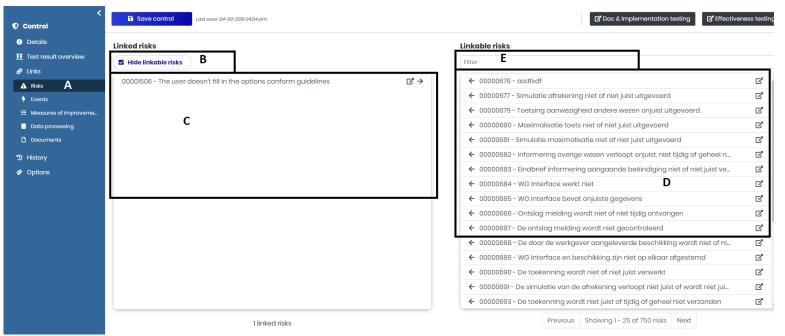


Figure 3 Linking Risks

To link controls to the Risk, the user must go to the 'Linked controls tab (see "A" figure 8). On the left (see "C" figure 8) the linked risks are displayed. To open/hide the panel to add/remove linked risks users need to click on the "Hide link panel" -button (see "B" figure 8). When a user wants to add a risk, he must drag the risk from the right side (see "D" figure 8) to the left (see "C" figure 8). Users can search for risks using the filters in the top right (see "E" figure 8).



5. Linked Event

When choosing the tab Linked events, the screen in figure 8 is shown. In the tab all events that are linked from inside an event are shown. It is not possible to link an event to the risk. This is only possible via the Event module.

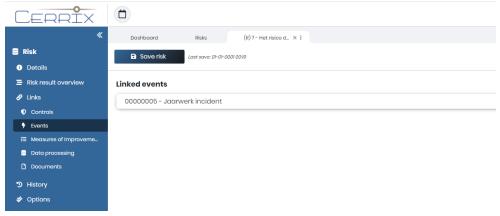


Figure 8 Linked Events

6. Link MoI to a risk

In CERRIX, users van add and link Risk Mols to the risk and link existing Finding Report Mols. To do so, they must go to the 'Measures of Improvement' (see "A" in figure 9). The screen from figure 9 opens. Users can add new Risk Mols to the Risk by clicking the "Add New Mol" -button (see "B" in figure 9). After that, the regular Mol screen appears. For further Mol instructions please consult BIM Manual. To delete added Risk Mols, click on the "delete"-button (see "B" figure 9).

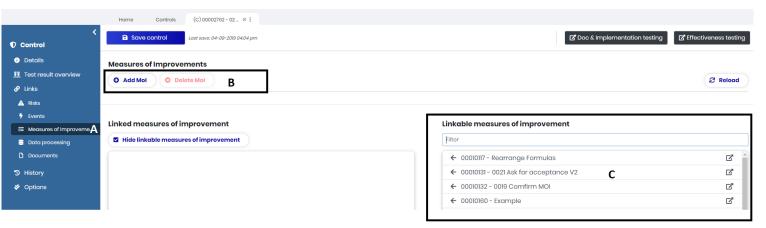


Figure 4 Control improvement

To link existing Finding Report Mols, users can click the "**Show linkable Measures of Improvement**" -button. The screen from "C" figure 9. Here, a list of existing Finding Report Mols with the same organization as the Risk are shown. To link a Mol, click on the arrow Mol you want to link. To remove the linked Mols, users must click on the Mol.



7. Link a Document to Risk

The following steps have to be followed to add documents to an operational risk.

- 1. In the risk screen click on the "Documents"-tab (See "A" figure 10)
- 2. Click on the "Add New Document"-button (See "B" figure 10)



Figure 5 Add document

After that the pop-up displayed in figure 11 will appear.

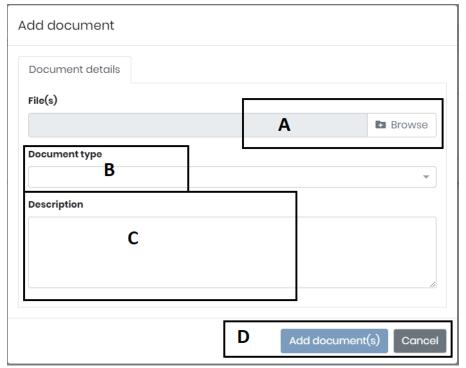


Figure 6 Add document

The user should press on the "Browse"-button (see "A" figure 11) to select the relevant document. After that its optional to select a document type (see "B" figure 11) and to enter a description (see "C" figure 11). Next step is to add the document (see "D" figure 11) or cancel the upload. The document is saved by pressing the "Save"-button (See "C" figure 10).



8. Risks Workspace

The Risk workspace provides an overview of all relevant risks for a user. If you have access to multiple modules (i.e. KRI module / Event module) in the application, you might need to select the 'Risks' tab (see "A" figure 12).



When the Risk Workspace is opened, the overview list provides the risk items the user selected. A risk can be in the following filter groups: All risks, all unapproved risks, all unreviewed risks, all unreviewed & unapproved risks and all unreviewed and approved risks. The user starts with 'All Risks', all risks that the user is allowed to see. When choosing one of the other point of views, the list with risks will change. If the user wants to sort order a column, click on the header of the column.



Figure 8 Risks list

The shown result can also be adjusted by using filters. The filters are available at 'Advanced configuration' (see "B" figure 13).



When opening the Advanced configuration, you can filter on structures like Organization and Business Dimensions (see "A" figure 13).

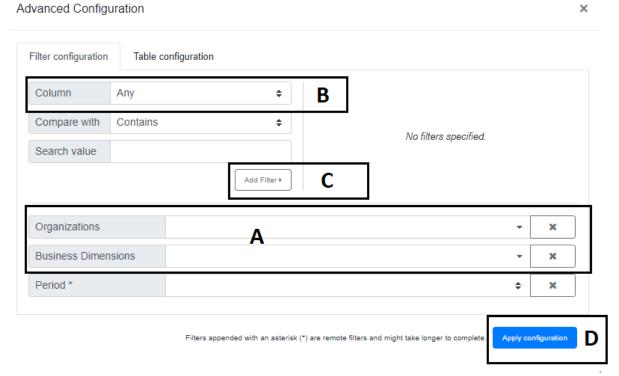


Figure 9 Advanced Configuration

It's possible to filter on every column with info of the Risk. First choose a column you want to filter on (see "A" figure 15) and then fill the value you want to search on. When this is done, click 'Add value' (see "C" figure 15). After the value has been added, click on 'Apply configuration' (see "D" figure 15) to search with the add filters.

It is also possible to arrange the columns you want to see. Choose 'Table configuration' (see "A" figure 16) to setup your workspace with your own preferences.

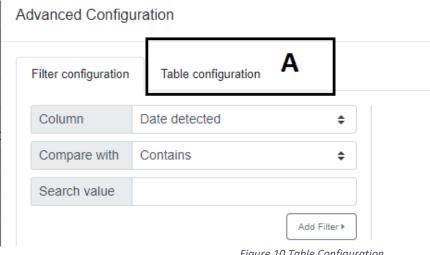


Figure 10 Table Configuration



Table configuration is possible by dragging a field type to the place you want to see it on your Workspace (see "A" figure 17). It is also possible to hide a field by clicking on it, you can see the field change to 'Hidden 'Headers' (see "B" figure 17). When you have the right order of active columns click on 'Apply configuration' (see "C" figure 17). After this the Workspace will change to your preferences.

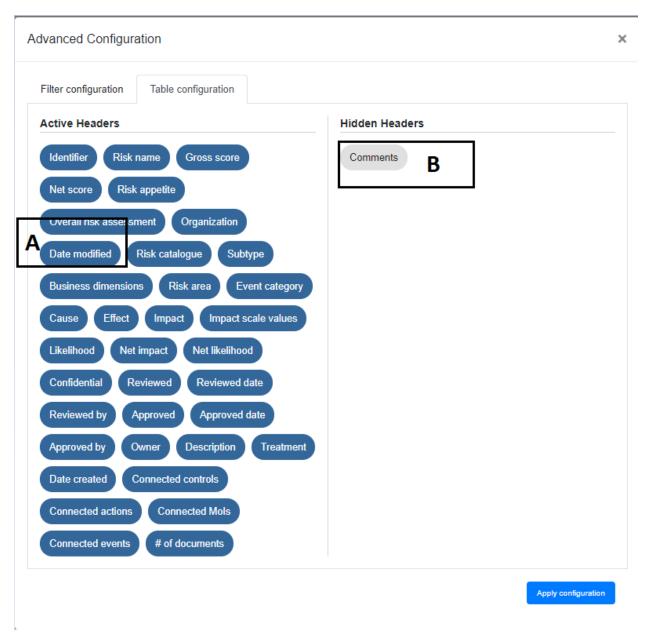


Figure 11 Table Configuration setup

When an item of the overview is selected (double click) the grid and the bottom of the screen will change to an overview list with more detailed information.



9. Standing data

Risks have certain fields where lists should be defined. These lists can be defined under Standing data on the homepage (see figure 30). You can only adjust standing data if you have administrator rights for this module¹.



Figure 17 Standing Data

The standing data for the Risk module can be found underneath the header "Risk". (see figure 18).

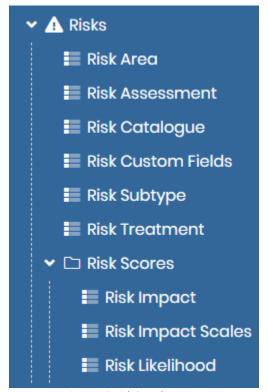


Figure 18 Risk Standing Data



Risk area

In the standing data of "Risk Area" you can define the types of area's that are applicable to a Risk (see A figure 19). In this screen you can add a new Risk Area (see "B" figure 19). A name is required for every Risk Area (see "C" figure 19). Save the new Area by clicking on the "Save"-button (see "D" figure 19). To delete an Area click on the "Delete"-button (see "E" figure 19).



Figure 19 Risk Area

Risk Assessment

In the standing data of "Risk Assessment" you can define the types of scores that are applicable to Risk Assessment (see "A" figure 20). You can add data (see "B" figure 20). A name, colour and value is required for every Risk Assessment (see "C" figure 20). Value is used for report in embedded Power BI.

Save the new Risk Assessment by clicking on the "Save"-button (see "D" figure 20). You can sort this list with the "Change order"-button (see "E" figure 20). To delete the standing data item, click on "Delete" (see "F" figure 20).

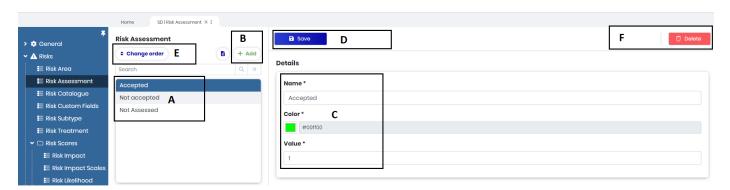


Figure 20 Risk Assessment



Risk Catalogue

In order to structure the risks and to report more easily about risks, the risk catalogue is used. The risk catalogue can be used as a category or as a default set of risks. The risk catalogue is composed of risk name and description, risk areas and event categories, and risk appetite. Furthermore you can appoint catalogues for certain organizations.

First there is a list shown of risk catalogues (see "A" figure 21). Composing the risk catalogue is done by adding risk categories, using the "add"-button (see "B" figure 21). Before the risk catalogue can actually be composed, the standing data for **risk areas** and **event categories** must be defined. This is because for adding a risk category the fields 'risk area' and 'event category' are required, and an error occurs when these are not filled in. Defining the risk areas is explained in the previous paragraph, event category is in explained in the event manual.

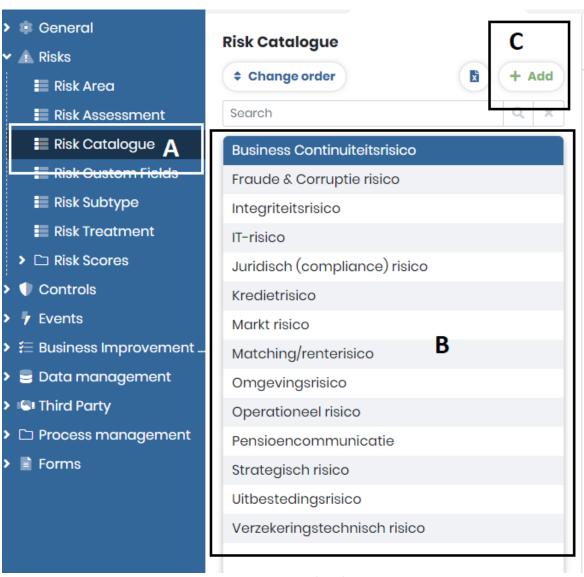


Figure 21: Risk catalogue



When creating a risk catalogue, there are 4 paragraphs (see figure 22). The following fields must be filled:

Catalogue details

- Catalogue item name: Enter the risk category's name (see "A" figure 22);
- > Definition: Enter a description of the risk category (see "A" figure 22);
- Applicable organizations: Select the organization at the highest level, so that this risk category can be used by all underlying departments (see "A" figure 22);

Risk Properties

With Risk properties the Admin can determine if given data can be changed by the risk user. There are three options.

None:

When no selection of default or mandatory is given, this field will not be changed when changing the risk catalogue.

• Default:

When this checkbox is picked, this field will change automatically when the risk catalogue is changed within a risk.

Mandatory

When this checkbox is picked, this field can not be changed by risk admins and writers within risk detail.

The following fields are part of properties:

- Risk name: Enter a template of a risk name. Mostly starts with The Risk that.." (see "B" figure 22)
- ➤ Risk description: Enter a description of the risk category; (see "B" figure 22)
- Risk area: In this field the risk area (cause category) that best matches the risk category is selected (see "B" figure 22);
- Event Category: In this field the event category that best matches the risk category is selected (see "B" figure 22);
- Subtypes: Potential sub categories can be added in this field (see "B" figure 22)

Risk Appetite

The risk appetite is determined based on the risk catalogue. To determine if the net score of a risk is in line or not in line with the risk appetite, you compose the area by clicking in the matrix (see "C" figure 22). You can only determine if a risk in line(green), or no in line(red).

Every risk with the selected catalogue, shows a risk matrix with the determined risk appetite.



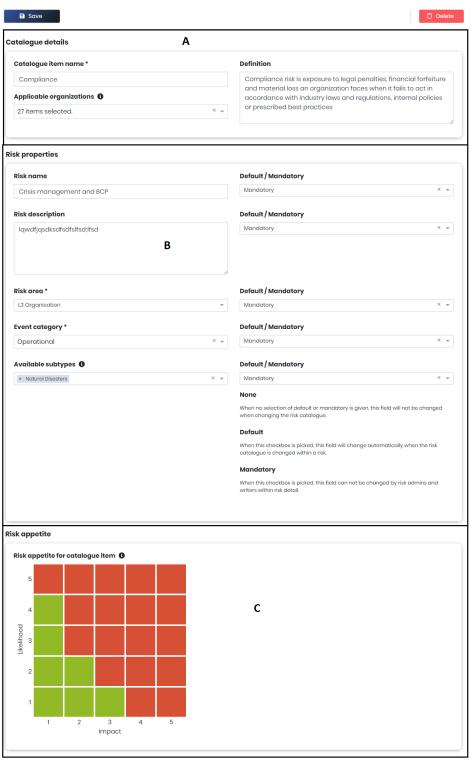


Figure 22: Risk catalogue



Custom fields

In risk custom fields you can create additional fields, which are not present in the Risk module (see "A" figure 23). Custom fields are added in the paragraph Comments and custom fields in a risk screen, see chapter 3.2. Click on "Add"- to create a new custom field (see "B" figure 23). You can determine if the custom field is required or not, and if the custom field is shown. There are two field types for custom fields, text field (small) and text area (text box) (see "C" figure 23).

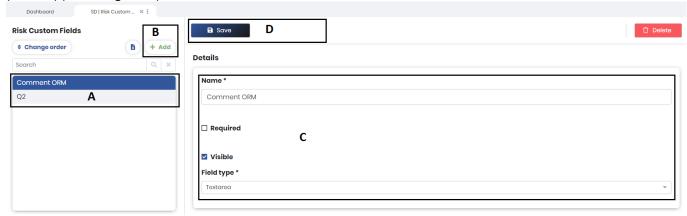


Figure 23: Risk catalogue

Risk Subtype

In the standing data of "Risk Subtype" you can define the subtypes that are applicable to a Risk (see A figure 24). Risk subtypes are also used in Risk Catalogues. In this screen you can add a new Risk Subtype (see "B" figure 24). A name and description is required for every Subtype (see "C" figure 24). Save the new subtype by clicking on the "Save"-button (see "D" figure 24). To delete subtypes click on the "Delete"-button (see "E" figure 24).

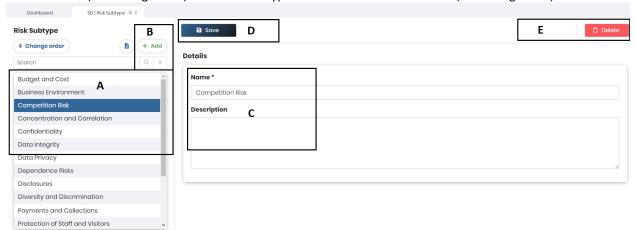


Figure 24: Risk Subtype



Risk Treatment

In the standing data of "Risk Treatment" you can define treatments that are applicable to a Risk (see A figure 25). In this screen you can add a new Treatment (see "B" figure 25). A name and description is required for every treatment (see "C" figure 25). Save the new subtype by clicking on the "Save"-button (see "D" figure 25). To delete treatments click on the "Delete"-button (see "E" figure 25).

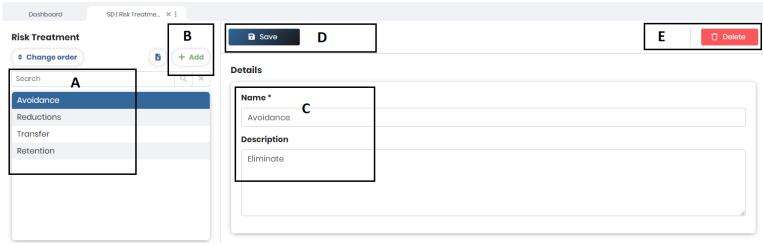


Figure 25: Risk Subtype

Risk Impact

In the standing data of "Risk Impact" you can define the Impact that are applicable to a Risk(see A figure 25). The Risk Impact is always based on a 5-scale table. A name, text, value and description is required for every treatment(see "B" figure 25). The name is shown in a risk itself, text is shown in the Risk Matrix. Value will be used for reporting purposed. Save the new subtype by clicking on the "Save"-button (see "C" figure 25).

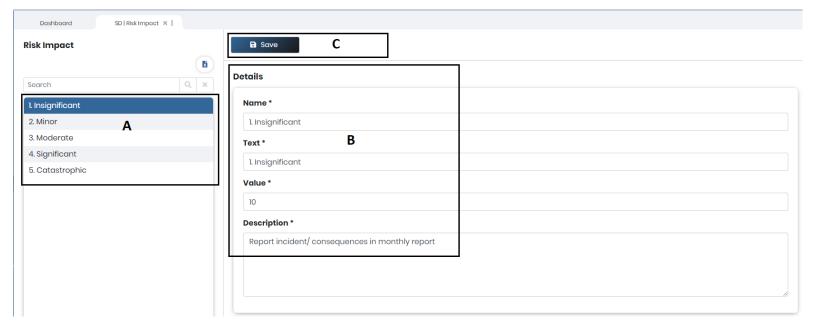


Figure 26: Risk impact



Risk custom Impact

When your risk policy contains more than one impact scale you can use Risk Custom impact scale. In the standing data of "Risk custom Impact" you can define custom Impact scales that are applicable to a Risk (see "A" figure 27). In this screen you can add a new custom impact (see "B" figure 27). A name, name per scale and value is required for every treatment. The Risk Impact is always based on a 5-scale table(see D figure 26). The name is shown in a risk itself, text is shown in the Risk Matrix and Value will be used for reporting purposed. Save the new subtype by clicking on the "Save"-button (see "E" figure 26). To delete custom impact scales click on the "Delete"-button (see "F" figure 25). You can also change the order of impact scales via the "Change order"-button (see "G" figure 27).

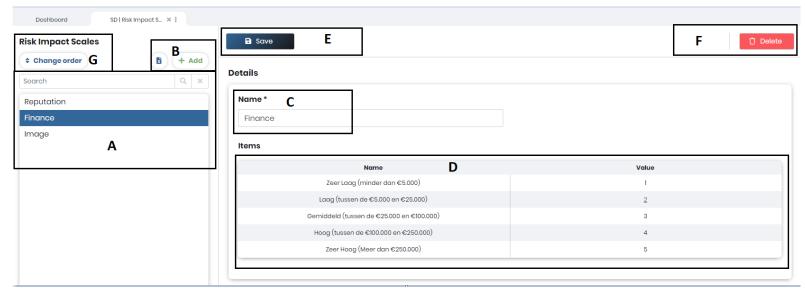


Figure 27: Risk custom impact

Risk Likelihood

In the standing data of "Risk Likelihood" you can define the Likelihood that are applicable to a Risk(see A figure 28). The Likelihood is always based on a 5-scale table. A name, text, value and description is required for every treatment(see "C" figure 28). The name is shown in a risk itself, text is shown in the Risk Matrix. Value will be used for reporting purposed. Save the new subtype by clicking on the "Save"-button (see "C" figure 28).

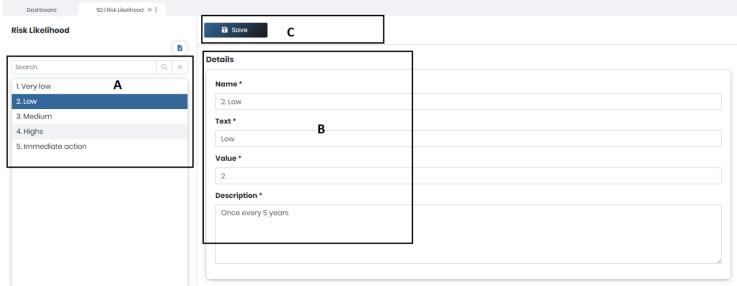


Figure 28: Risk custom impact