

*Risk Management:*

Moving forward with planning, objectives, tactics and other management tools

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**MRIMS**

Massachusetts Chapter

Massachusetts Risk and Insurance Management Society

*Strategic Risk Management: Planning for the Future*

*Spring Conference 2004*

Bentley College

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## This session is not

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- To instruct you how or when to create a captive.
- How to write a broker or TPA request for proposal.
- What to do to improve a casualty loss control program.
- To identify risks associated with e-commerce.

## Session Objective

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Risk management is a dynamic process yet it often handled on a reactive basis due to work loads, lack of staff and other realities of today's workplace.

This session will offer strategies and tactics to help the risk manager become more proactive, create better visibility to senior management and deliver additional value to the organization.

## Goal for the next hour

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Let's

- Talk about risk management as a strategic process
- Think of the insurance renewal process in terms of achievements
- Add more quality to the risk management function through self-evaluation

# The Risk Management Process

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- Identify exposure
- Determine techniques
- Evaluate techniques
- Implement techniques
- Monitor/Improve



Simple Objective for Session

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# Manage the Risk Management Process

# Managing the risk management process

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The questions:

- What am I trying to accomplish today?
- What do I need to accomplish tomorrow-next week, etc. ?
- Are my activities today critical for the larger expectations of my job as Risk Manager?
- How are my successes this week, this quarter or this year dependent on what I do today and tomorrow?
- Does the CFO think I am spending my time wisely?



*To Manage Risk One Must . . .*

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- **Manage People**
- **Manage Activities**
- **Manage Risk**

# To Manage Risk One Must . . .

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## Manage People:

- You can not do the job alone.
- Share your expectations (timetable, work product, etc.) with staff, co-workers, internal customers and service providers.
- Seek input from others to define priorities/ urgency-ASAP is not always NOW .
- Ask for and expect the best-“expectations of quality” from all participants involved in services delivery RM staff, underwriters, brokers, TPA/claim staff, etc.

## Manage Activities:

- Every job or task is ultimately a component of a finished work product: understand and identify all aspects related to a given activity (i.e. “ABC Company” renewal marketing).
- All activities need to be planned, scheduled and completed on time.
- Inventory and manage open items
- A project not finished on time will impede overall risk management plans to move forward.

## Manage Risk:

- Only by managing people and activities can one manage risk.

# Words of Wisdom

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“If you do what you have always done, you’ll get what you’ve always gotten.”  
-Anonymous

“There are people who want to be everywhere at once, and they get nowhere.”  
-Carl Sandburg

“To change and improve are two different things.”  
-German Proverb

# Alice in Wonderland

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Alice comes to a fork in the path and does not know which one to take. She sees the Cheshire Cat and asks "Oh Cat which path do I take?"

The Cat responds, "Where do you want to go?"

Alice replies , " I do not know."

And the Cat advises "Then either path will take you to your destination."

# Risk Management as a Strategic Process

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*Where do we need to go-how do we get there and what steps need to take place to achieve the endpoint?*

- Objectives  
*Pertaining to a goal or end.*
- Strategy  
*A plan or technique for achieving some end.*
- Tactics  
*Any maneuvering to gain an objective.*

# Strategic Concerns-view of one risk manager

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- Understand how business will change, i.e. organic growth, M&A, new product/services, etc.
- Effects of changes in legal and regulatory environment, i.e. Sarbanes, tort reform, etc.
- Use of past claim/loss history to better address loss control needs
- Understand insurance marketplace in order to keep from paying market rates-our company is best in class
- Use of RM knowledge to assist non-RM areas in revenue growth

# Business Plans can be less formal -A REAL ONE

## ABC CORPORATION RISK MANAGEMENT 2002 OBJECTIVES

### Exposure Identification and Analysis

Perform exposure identification and analysis and implement appropriate risk treatment techniques as needed:

- Terrorism exposures and terrorism exclusions for risk financing programs  
**Nancy P**
- Political Risk **Nancy P**

Analyze Risk Management Information System (RMIS) needs; Evaluate all viable RMIS providers to determine recipients of Request for Proposal (RFP); Develop and execute RFP; Evaluate responses; Interview finalists and select provider; Develop transition timeline. **Sharon R**

Develop additional benchmarking tools and continue to utilize existing RMIS users group to further enhance our cost of risk analyses and best practices exploration. **Sharon R**

### Risk Treatment Analysis

Conduct a thorough review of technology related/e-commerce insurance protection including existing ABC protection, products readily available in the marketplace, and manuscript products that may be available. Determine where there are gaps in current ABC protection and evaluate risk financing options. **Nancy G/Bill M**

### Loss Prevention

Evaluate exposures and develop appropriate risk treatment programs to enhance loss prevention on factory properties. **Dennis/Zack**

Review AL/GL/WC to identify loss trends with specific attention to depts charged a risk-adjusted WC premium for 2002. **Dennis**

Continue to heighten loss prevention awareness throughout ABC through utilization of the website including expansion of safety program pages and addition of training modules on lifting, slips/trips/falls, etc. **Dennis**

### Risk Financing

Back-to-the-Basics Risk Financing implementation including focus on financial analysis and loss forecasting to accommodate pro-active exploration of risk financing options, to ensure adequate reserving at ABC. Captive and to position ABC for the inevitable increases in amount of risk assumed.

Maintain risk financing expense at or below budgeted level.

**Kevin C/James T/Debbie M**

### Claims Management

Explore, develop and manage implementation of WC Manager upgrades and enhancements to enable process streamlining, to fine tune the EDI process and to facilitate inclusion of info regarding accommodations and links to other areas of ABC. **Nancy L**

Evaluate existing claim management processes for international locations with specific emphasis on Puerto Rico. Identify areas for improvement, revise processes and implement as appropriate. **Dennis**

### External Relationship Management

Enhance relationship development with existing service providers and insurers; create opportunities to develop new relationships with current industry markets and with newly formed insurers; continue to explore Acordia's areas of expertise and to look for partnership opportunities. **Jane D**

*Developed 1-16-02*

# Sample Business Plan Format



Strategic Risk Management: Business Plan: 2004-2005

Overall Goal: (State overall object for this planning cycle)

Risk Identification	Risk Control	Risk Treatment and Financing	Administrative & Efficiencies

# Sample Business Plan Format



## Action Plan for Risk Identification

Risk Identification	Responsibility/Resources	Timeline
	Primary: Secondary: External:	Completion Target: Interim Status Check Date: Interim Status Check Date: Interim Status Check Date: Interim Status Check Date:
	Primary: Secondary: External:	Completion Target: Interim Status Check Date: Interim Status Check Date: Interim Status Check Date: Interim Status Check Date:
	Primary: Secondary: External:	Completion Target: Interim Status Check Date: Interim Status Check Date: Interim Status Check Date: Interim Status Check Date:
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	Primary: Secondary: External:	Completion Target: Interim Status Check Date: Interim Status Check Date: Interim Status Check Date: Interim Status Check Date:

# Sample Business Plan: ACME Manufacturing, Inc.



Strategic Risk Management: Business Plan: 2004-2006  
Updated March 2004

Overall Goal: To understand ACME emerging risk in order to revamp risk control measures by 1/1/2005 for change in risk financing plans by 6/1/05 to reduce cost of risk by 20%.

Risk Identification	Risk Control	Risk Treatment and Financing	Administrative & Efficiencies
1. Perform exposure identification and analysis/implement risk treatment: New business/products, emerging risks, New/expanded geographies	1. Implement programs for new products and operations to ensure employee safety and appropriate use of pre-loss control measures	1. Analyze risk financing options for technology related/e-commerce risks	1. Expand and update the risk management website with emphasis on new electronic applications including 1 <sup>st</sup> report of injury forms, Certs of insurance and surety bonds
2. Manage conversion to new Risk Management Info System (RMIS)	2. Continue data mining for loss trends in WC and products liability	2. Evaluate the effectiveness of existing risk treatment programs through market intelligence, peer networking and benchmarking	2. Continue staff development program through OJT with operations personnel
3. Develop benchmarking tools using ISO, NCCI and peer group info.	3. Heighten loss prevention at corporate level	3. Continue exploration of alternative risk financing solutions	
4. Continue to refine exposure ID networks	4. Implement customer service initiative for on-the-spot payment of small claims	4. Obtain the broadest policy terms and conditions available at lowest reasonable cost	
	5. Revise risk management manual and move to Intranet	5. Continue support for business lines dealing with terrorism risks	

# Sample Business Plan: ACME Manufacturing, Inc.



## Action Plan for Risk Identification

Risk Identification	Responsibility/Resources	Timeline
1. Perform exposure identification and analysis/implement risk treatment: New business/products, emerging risks, New/expanded geographies	Primary: Jane Doe/RM Secondary: Steve Smith/V/P Sales Mike Murphy, Plant "A" Manager External: None	Completion Target: 12/1/04 Interim Status Check Date: 3/1/04 Interim Status Check Date: 6/1/04 Interim Status Check Date: 9/1/04 Interim Status Check Date:
2. Manage conversion to new Risk Management Info System (RMIS)	Primary: Robert Johnson/Ass't RM Secondary: Sally Struthers/IT External: RMSystems, Inc. (vendor)	Completion Target: 6/1/04 Interim Status Check Date: 2/1/04 Interim Status Check Date: 3/1/04 Interim Status Check Date: 4/1/04 Interim Status Check Date: 5/1/04
3. Develop benchmarking tools using ISO, NCCI and peer group info.	Primary: Jane Doe/RM Secondary: Robert Johnson/Ass't RM External: Aon Risk Services, Marsh, Willis, Liberty Mutual,	Completion Target: Interim Status Check Date: Interim Status Check Date: Interim Status Check Date: Interim Status Check Date:
4. Continue to refine exposure ID networks	Primary: Mary Stevens/Cas RM Secondary: As needed External:	Completion Target: 6/1/05 Interim Status Check Date: 4/1/04 Interim Status Check Date: 10/1/04 Interim Status Check Date: 2/1/04 Interim Status Check Date: 5/1/04

## A more formal approach to renewals

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- What am I trying to accomplish?
- What is the “underwriting” profile of my organization?
- Why will the marketplace treat us differently this time around?
- Are there collateral line issues?
- What will not get done while I/we are consumed with the renewal marketing process
- Is this time expense worthwhile for me and the organization?
- What will not be completed by vendors during this process?

# What are you trying to accomplish?

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- Broader coverage
- Higher limits
- Reduced retention of loss
- Improved services (insurer-TPA-broker-other)
- Financial stability
- Price
- Get your boss off your case
- All of the above

## What is your “underwriting” profile?

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- Low risk or high risk industry
- Frequency or severity of loss
- Better than peer group (worse than peer group?)
- Always in the marketplace
- Loss control-Long on promise, short on delivery



The \$64,000 question

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Why will the marketplace treat us differently this time around?

## The decision to market

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- Is there sufficient potential to achieve renewal objectives?
- Is this year the appropriate time for the effort?
- Is this a planned event-does it fit into our objectives for this year or being driven by a vendor?
- Is this effort a wise use of my time/staff time/senior management time
- What may/will not get done (i.e. exposure id, risk control, etc.) that has a better and longer payoff to the company?

# ABC Company-one way to manage a renewal

Description of Information Requested	Primary Responsibility	Proposed Target Date Week of	Completion Date	Comments
Renewal strategy team meeting	Team	4/30/03	4-30-03	
<b>GENERAL LIABILITY</b>				
UNITED STATES/MASTER PROGRAM/ INTERNATIONAL Estimated 2003/2004 U.S. annual PAYROLL projection broken down by operating entity, state, & classification	Risk Manager (RM)	6/15/03		
Mtg with out-sourced payroll entity to get information Security information for locations w/more than 100 employees	RM and Broker RM	5/15/03 6/15/03		
Estimated number of EMPLOYEES and Payroll for 2003/2004 broken down by country and entity	RM	6/15/03		
Estimated number of CONTRACTORS in Texas	RM	6/15/03		
Estimated 2003/2004 annual SALES projection broken down by operating entity and country	RM	6/15/03		
Identification of all SUBSIDIARY companies (named insured listing/consolidated)(Schedule A, Non-consolidated)	RM	6/15/03		
Identification of all US subsidiaries including FEIN, & state	RM	6/15/03		
Detailed LOCATION LISTING – US	RM	6/15/03		Listing from Global Property Program
Update location listing from brokers ROW	Broker (B)	6/15/03		
Five copies of each: 2002 Annual Report, 2002 10K and latest available 10Q for org and captive	RM	6/15/03		
Five copies of any product brochure	RM	6/15/03		
Description of changes in operations	RM	6/15/03		
Broker to confirm US auto contacts and provide to risk manager sample letter & survey to be sent to auto contacts	B	5/12/03		
Automobile information from brokers for ROW auto info	B	5/13/03		
Listing of owned, leased, and hired VEHICLES, including year, make, model, id number, state of garaging and FEIN.	B	6/15/03		
Broken down by type: commercial/private passenger, light duty pickup, medium pickup, dump truck, fire engine, etc...				
Identify the leasing company or of vehicle is owned by ABC Co..				
Radius of vehicles	B	6/15/03		
Are there any updates/changes in automobile procedures for the following STATEMENTS that will be made to underwriter:	B			

# ABC Company-one way to manage a renewal

A. ABC Co. does not engage in the transportation of hazardous chemicals. Shipping of products is made predominantly via rail and on occasion, contract carrier. This is evident by reviewing the ABC Co. fleet. It is comprised essentially of private passenger and light trucks (pick-ups).	B	6/15/03		
B. ABC Co. performs drug testing and MVR checks on an occasion basis...usually in response to a situation or for cause.	B	6/15/03		
C. The owned vehicle listing will mirror the 2001 renewal listing. This listing will be comprised essentially of private passenger and light trucks. There will be a few medium sized "dump trucks" used to service the facility it is assigned to.	B	6/15/03		
D. All commercial units ..light trucks (pick-ups) are service and maintenance vehicles used on the facility site and in support of operations. They are confined to the local radius of each facility. The review of the leased vehicle listing and last year's owned listing and failed to find any heavy trucks or tractors listed. Based on the lists, there are none. Only a handful of medium trucks (dump trucks) used in the service and operation of the facility assigned. Again, there is no hauling of finished goods done by ABC Co...	B	6/15/03		
E. Private passenger units are driven primarily by sales force.	B	6/15/03		
F. Auto's traveling into Canada -- make, model / VIN#, # of trips	B	6/15/03		
G. Auto's traveling into Mexico -- make, model / VIN #, # of trips	B	6/15/03		
H. Auto's more than 75 miles into Mexico	B	6/15/03		
Triangle information run on a calendar basis for 10 years -- continuing operations only to brokers	Data person (D)	6/5/03		
Loss Pick from Brokers. Discussion of differences.	B	7/21/03		
Determine if CPA letter to management and management's response can be provide to Executive Risk underwriters (under a confidentiality agreement)	RM	6/25/03		
Update on significant ongoing claims so can discuss with underwriters	RM	6/15/03 and ongoing		
GENERAL LIABILITY				
INTERNATIONAL PROGRAM				
Summary of local ROW policies	B	6/15/03		
Preparation of information for local ROW policies	RM	6/15/03		
EXCESS LIABILITY PROGRAM				

# ABC Company-one way to manage a renewal

Proposals regarding strategy for the excess layers and markets to be approached	B, RM	6/30/03		
Confirmation that claims have not impaired underlying by more than 50%	RM	6/20/03		
<b>EXECUTIVE RISK</b>				
Broker to provide the application form that will be accepted by all markets.	B	4/29/03		
<b>LOSS INFORMATION</b>				
Loss information from data person, including losses above \$500,000, \$1 million & \$2 million	D	5/30/03		
Loss information on ROW claims handled by historic insurers that are not in database				
Report on comparison of loss information from 02 – 03 (valued as of 4-30-03)	D	6/6/03		
Explanation of any differences in loss information	RM	6/13/03		
Notice procedures to be provided to ensure that all aspects of potential claims are addressed	B	5/26/03		
Risk manager to begin canvassing business units in preparation of "Laundry Listing" insurers (all lines)	RM	6/26/03		
Insured to submit final list of claim & circumstances for Laundry List to Brokers	RM	9/30/03		
Brokers to notice insurers of claims/circumstances/laundry list	B	10/7/03 and 12/31/03		
<b>PRESENTATION OF RENEWAL INFORMATION – GENERAL LIABILITY/ EXCESS/ Executive Risk</b>				
Insured to prepare renewal information	RM	5/10/03-6/15/03		
Provide updated insured presentation for underwriters	RM	6/16/03		
Brokers prepare renewal submission/presentation	B	6/15/03-6/23/03		
Present draft of complete renewal submission to risk manager (allow 1 week for review)	RM	6/23/03		
Send renewal submission to markets	B	6/30/03		
Meeting with primary underwriters	B, RM	6/23/03		
Meeting with ALL insurers in excess layers in US and Europe	B, RM	7/21/03 7/28/03		
Meeting with Executive Risk underwriters	B, RM	9/01/03 9/08/03		
Respond to questions from insurers		July – Oct		
<b>MARKET NEGOTIATIONS – GENERAL LIABILITY / EXCESS / Exec Risk</b>				
Receive quotations	B	Primary 8/15/03 All other lines 9/30/03		
Conduct negotiations with markets	B, RM	August – Oct		

# ABC Company-one way to manage a renewal

Present renewal terms to insured	B	August - Oct	
Discuss renewal proposal questions with insured	B, RM	August – Oct.	
Finalize negotiations	B	Sept and Oct	
Bind programs	B	October	
Issue or review Invoices	B	10/27/03	
Issue Payment in accordance with invoices	RM	10/27/03	
Issue LOC , if needed	RM	11/10/03	
DOCUMENTATION - GENERAL LIABILITY / EXCESS / EXECUTIVE RISK			
Issuance of auto ID cards and certificates of insurance	B	10/09/03	
Obtain policy documents, review and present to insured	B	11/15/03 – 12/15/03	
Confirm that policy documents are acceptable	RM	12/22/03	
Provide Policy Summaries	B	11/22/03	
Provide directions to captive for issuance of Deductible Reimbursement Policies	RM	12/22/03	
Issue Deductible Reimbursement Policies	Captive (C)	1/6/04	
Confirm that captive documents are acceptable	RM	1/30/03	
Provide Summary of Notice Information including: Notice Requirement of each policy; When is notice required Time Frame for Notice Information needed with Notice To whom is notice to be sent Discovery or ERP available Time Frame to elect same Cost of same.	B	1/6/04	

# “World Class Risk Management”

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*Question: How is insurance and risk management perceived in many organizations?*

*Answer: Long on process, short on value.*

*Problem: So what do you do without increasing resources and costs?*

*Solution: Reduce low value process and direct time and resources to high value opportunities.*

-excerpts from Marsh 2003 client presentation courtesy of Jim Pearson, Marsh/Houston

(note: Pearson is former RM at John Hancock in Boston)



# Words of Wisdom

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Process is not the same as results

# Quality Improvement Process

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The American Society for Quality:

**“Quality is not a program;  
it is an approach to business” .**

Page 3, RIMS “Brokerage and Risk Manager Partnership Tool”

# Tools From RIMS

 Risk and Insurance Management Society, Inc. presents the  
**Quality Improvement Process**  
for the Risk Management and Commercial Insurance Industry

## Guidelines for Performance Expectations

**QIP**

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# Tools From RIMS



Risk and Insurance Management Society, Inc. presents the

Quality Improvement Process  
for the Risk Management and Commercial Insurance Industry

## Summary



The Quality Improvement Process for the Risk Management and Commercial Insurance Industry (QIP) includes the following three components:

### I. Guidelines for Performance Expectations

These Guidelines include recommended general performance expectations for handling business between Clients and industry partners. Guidelines have been developed for each industry sector – Clients (Commercial Insurance Buyers and/or Risk Managers); Insurance Brokers/Risk Management Consultants; Claims Services Providers (whether through the insurer or with a TPA); Insurance Underwriters; and Safety and Loss Control Services Providers (whether through the insurer or an independent service).

The *Guidelines for Performance Expectations* are not unwavering standards, but a set of guidelines from which the Client can select and use any combination of items in negotiating terms of agreements with industry partners. The document includes the definitions of the various guidelines, as well as examples of metrics for each of the specified guidelines. This is the basis for what is intended to be measured by each of the major categories (see III.D.). >



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# Tools From RIMS



Risk and Insurance Management Society, Inc. presents the  
**Quality Improvement Process**  
for the Risk Management and Commercial Insurance Industry

## Broker and Risk Manager Partnership Tool Creating a Performance Expectations Agreement

A tool for brokers and risk managers or commercial insurance buyers to use in the process of implementing RIMS Quality Improvement Process (QIP) to achieve client goals with maximum efficiency and a high level of satisfaction on the part of both parties.



Developed by the Risk and Insurance Management Society, Inc. (RIMS) for use by its members and others who seek to improve the level of quality in the delivery of insurance and related services.



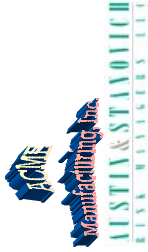
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# Self critique tools



**Ratings:**

- 4-Superior
- 3-Satisfactory
- 2-Needs Improvement
- 1-Poor

**RISK ASSESSMENT AND COMMENTARY**

- : Practices and procedures frequently exceed generally accepted risk management practices
- : Practices and procedures are consistent with expectations of ACME and rely on generally accepted risk management practices
- : Practices or procedures are deficient in specific areas and should be changed to bring performance level to generally accepted risk management practices
- : Practices or procedures are greatly deficient and may expose ACME to unnecessary operational risk

*This assessment format is based in part on Risk and Insurance Management Society, Inc. "Guidelines for Performance Expectations", edition 3/02*

**Risk Identification**

	<b>Expectation</b>	<b>Example of Metrics for specified Expectation</b>	<b>Rating</b>	<b>Comments</b>
1	Regular review of operations and activities for risk identification and risk assessment.	Ongoing networking with business lines and corporate functions such as HR, Law, M&A, Compliance.		
2	Working knowledge of senior management philosophy on operational risk.	RM operating philosophy reflects overall corporate philosophy on risk.		
3	Continuously analyzes industry trends and uses this information for possible changes in risk management practices, procedures, programs and services.	Obtains periodic reports on industry activities and trends and impact on risk management including emerging risk.		

**Risk Treatment**

	<b>Expectation</b>	<b>Example of Metrics for specified Expectation</b>	<b>Rating</b>	<b>Comments</b>
1	Uses appropriate risk control technique(s).	Evaluates all possible solutions before implementing chosen techniques(s).		
2	Uses loss incidents to create proactive loss prevention processes.	Suggests changes in process, procedure and facilities to limit or eliminate recurrence of loss/daim incident.		

**Communications**

	<b>Expectation</b>	<b>Example of Metrics for specified Expectation</b>	<b>Rating</b>	<b>Comments</b>
1	RM staff has sufficient resources in place to keep one another apprised of risk management issues.	There are frequent and regular means for RM staff to easily communicate risk management issues.		
2	RM communicates risk management issues to appropriate internal parties.	Regularly updates key internal contacts on risk management issues.		
3	Prepares a critical path timeline, with regular follow up, with service providers to outline major objectives: meetings, activities and due dates.	Timelines are developed to include key marketing, policy, delivery, retrospective premium adjustment and premium audit dates. Encourages requests for open item meetings to review and update progress.		

# Self critique tools

## Ratings:

- 4-Superior
- 3-Satisfactory
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- 1-Poor

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*This assessment format is based in part on Risk and Insurance Management Society, Inc. "Guidelines for Performance Expectations", edition 3/02*

## RISK ASSESSMENT AND COMMENTARY

### Expertise

	Expectation	Example of Metrics for specified Expectation	Rating	Comments
1	Understands the operational, financial and regulatory issues that pertain to ACME industry, without other party initiating requests.	Provides guidance for overall "risk" issues specific to industry.		
2	Offers suggestions, options, or alternatives	Anticipates ACME risk management needs by suggesting risk control and risk financing changes based on internal risk assessment, external risk assessment and benchmarking as well as through peer group review.		
3	RM employees seek to broaden overall knowledge of risk management	RM employees are encouraged to broaden risk management skills through formal studies such as ARM, CPCU, CRM and/or through active participation in industry organizations such as RIMS, ABA, etc.		

### Partnerships

	Expectation	Example of Metrics for specified Expectation	Rating	Comments
1	Creates a team approach with all service providers.	Treats each service provider as team member to elicit partnership approach to solve risk management objectives.		
2	Maintains and clearly communicates ACME best practices to staff and all third party service providers.	Creates and shares RM best practices with all staff members as well as expectations of service providers.		
3	Maintains a system to review all open issues with appropriate service provider on a routine basis and monitors the progress towards resolution.	Accurate open item lists are updated on regular and frequent basis. Holds regular staff meetings as well as service provider meetings to ensure open issues are being addressed and resolved in a timely manner.		
4	Creates and maintain RM peer group to maximize industry knowledge.	Participates in ongoing dialogue with peer group partners.		

### Operational Efficiency

	Expectation	Example of Metrics for specified Expectation	Rating	Comments
1	Uses information technology to effectively, efficiently and securely support the delivery of services and products.	Provides information to ACME employee in an electronically compatible format, preferably in intranet or internet medium.		
2	A written document is developed by RM to outline agreed upon activities, performance responsibilities, measurements, desired outcomes and remuneration of outsourced service providers.	Written service agreement is completed on or before outset of service remuneration period.		
3	Short term and long term risk management goals and objectives are set using formal/annual planning process.	A business type plan process is used to forecast means to satisfy goals and objectives that may be 12-36 months in future.		

## Thank You For Listening

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This handout will be available March 15, 2004 at  
[www.austinstanovich.com](http://www.austinstanovich.com)

Look for “MA RIMS Spring Conference 2004” under “Articles”

Please send questions and comments to  
[wkaustin@austinstanovich.com](mailto:wkaustin@austinstanovich.com)