

# RISK MATURITY CHARACTERISTICS

## APPENDIX A

Key characteristics	Risk Naive	Risk Aware	Risk Defined	Risk Managed	Risk Enabled
<b>The organisation's objectives are defined</b>	Possibly	Yes – but may be inconsistent	√	√	√
<b>Management have been trained</b> to understand what risks are, and their responsibility for them	X	Some limited training	√	√	√
<b>A scoring system for assessing risks</b> has been defined	X	No consistent approach	√	√	√
The <b>risk appetite</b> has been defined in terms of a scoring system	X	X	√	√	√
<b>Processes have been defined to determine risks</b> , and these have been followed	X	Unlikely	√ May not be organisation-wide	√	√
<b>All risks have been collected into one list.</b> Risks have been allocated to specific job titles.	X	Incomplete lists	√ May not be organisation-wide	√	√
<b>All risks have been assessed</b> in accordance with the defined scoring system	X	Incomplete lists	√ May not be organisation-wide	√	√
<b>Responses to the risks have been selected and implemented</b>	X	Some responses	√ May not be organisation-wide	√	√
<b>Monitoring controls are in place for key processes, responses and actions.</b>	X	Some	√ May not be organisation-wide	√	√
<b>Regular risk reviews by the organisation</b>	X	Some / infrequent	Regular reviews – probably quarterly	Regular reviews – probably quarterly	Regular reviews – probably quarterly
<b>Management report risks to Directors where responses have not managed the risks to a level acceptable to the board</b>	X	X	√ May be informal	√	√
<b>All significant new projects are routinely assessed for risk</b>	X	X	Most Projects	All projects	All projects
<b>Responsibility for the determination, assessment and management of risks is included in job descriptions</b>	X	X	Limited	Most job descriptions	√
<b>Managers provide assurance on the effectiveness of their risk management</b>	X	X	X	Some Managers	√
<b>Managers are assessed on their risks management performance</b>	X	X	X	Some Managers	√