<table>
<thead>
<tr>
<th>TSC Category</th>
<th>Enterprise Risk Management</th>
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<tbody>
<tr>
<td>TSC</td>
<td>Risk Management</td>
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<tr>
<td>TSC Description</td>
<td>Oversee the implementation of policies, frameworks and procedures in the department and oversee compliance to them in order to ensure the integrity of operations and manage risks</td>
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<tr>
<th>TSC Proficiency Description</th>
<th>Level 1</th>
<th>Level 2</th>
<th>Level 3</th>
<th>Level 4</th>
<th>Level 5</th>
<th>Level 6</th>
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<td>HCE-RIM-3020-1.1</td>
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<tr>
<td>Identification risk events, respond according to risk appetite statements; adhere to implementation procedures and report risks</td>
<td>Review and analyse internal and external influencing factors that may impact risk statements and provide recommendations and possible solutions to mitigate such risks with relevant stakeholders</td>
<td>Refine and communicate risk appetite framework, statements, goals and metrics based on established departmental strategic objectives, processes and internal capabilities</td>
<td>Articulate risk management philosophy and define risk appetite statements based on established organisational strategic objectives, processes, internal capabilities and external environment</td>
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Knowledge

- Processes to identify risks
- Internal and external risk events
- Internal and external factors influencing risk
- Organisation procedures to report risk identified
- Risk contexts for risk management processes
- Tools to identify risks
- Potential, inherent and residual risks
- Risk management philosophy and strategies
- Issues pertaining to the business environment
- Categories of departmental objectives
- Distinction between different levels of departmental strategies
- Influences and trends that may impact risk management strategies
- Responsibilities of management in ensuring ongoing effectiveness of risk management
- Critical success factors for effective risk management
- Methods for business process re-alignment
- Internal and external contexts of the organisation for managing risks
- Risk management philosophy
- Risk management strategies that are aligned with organisational policies
- Criteria of reasonable assurance to achieve organisational objectives
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<tr>
<th>Abilities</th>
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| • Report potential risk events  
  • Identify risk events in service delivery  
  • Adhere to risk control activities to support the implementation of risk management responses | • Collect data and information on potential risk events  
  • Establish risk contexts to define scope of risk management processes in the business units  
  • Analyse risk events in the business units  
  • Identify and select necessary risk response activities to support risk management philosophy  
  • Implement and evaluate risk control activities to support implementation of risk management responses  
  • Implement procedures to inform employees of risk management processes and activities | • Facilitate alignment of departments’ risk management strategies to organisation’s needs  
  • Refine risk management philosophy and strategies in consultation with relevant stakeholders  
  • Communicate risk management philosophy and strategies to employees  
  • Lead and develop business continuity plans to manage risk | • Establish organisation’s internal and external contexts for managing risks  
  • Assess implications of risk management philosophy  
  • Align risk philosophy and strategies with organisational strategic objectives  
  • Refine risk management philosophy and strategies in accordance with organisational guidelines and/or policies  
  • Establish strategies with reasonable assurance  
  • Assess business environment to determine impact on critical business functions, risk management philosophy and vice versa |