

April 2019



#impact

A YEAR OF RISK ACTIVISM

2019

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IRMSA NEWS

#impact - A Year of Risk Activism
Video Launching Theme for 2019



The Institute of Risk Management South Africa has accepted the challenge to partner with the private and public sectors in order to transform the future of South Africa.

Through risk management, the Institute empowers business leaders, boards, executives and risk professionals to connect the dots, identify the alternative futures and have the difficult conversations.

As Risk Activists, we all need to be courageous, we all need to be bold and to be where we meant to be!

Will you accept the challenge for 2019?

MESSAGE FROM THE PRESIDENT

Berenice Francis
IRMSA President



Dear IRMSA Members

It is storming outside! In recent months we in Southern Africa have experienced unexpected and extreme weather conditions

– having a horrendous impact on lives. The stormy environment is also mirrored in our current political, social and economic climate where we have been battered by scandals, inflationary pressures and social unrest. We are also inundated by news and data streams highlighting another matter – all competing for our attention. How do you make sense of it all?

What framework do we, as risk managers use to know what we should be paying attention to, how do we navigate or steer our organisations to recognise the signs or flags which should direct action? And how do our actions align or sometimes deviate from broader strategy – where it sometimes feels we are just deploying survival tactics.

I am fascinated by decision-making models and whilst we are creatures of habit, my fallback for quick actions is the OODA loop used by the military – Observe, Orient (understand), Decide, Act. It is quite a useful mental tool when tactical action is required.

For more systemic change in what influences our thinking, decision-making and actions, I like the practice endorsed by Daniel Goleman – cultivating a triad of awareness. In an HBR article published in December 2013 he advocates focusing on *yourself*, focusing on *others*, and focusing on the *wider world*. Noting that a failure to focus inward leaves you rudderless, a failure to focus on others renders you clueless, and a failure to focus outward may leave you blindsided.

How many times have we had such failures in our organisations or careers and how often do we reflect on key matters and then practice becoming aware.

In South Africa, we are very good at building walls and filtering out the unpleasant or realities of context. We would say it has to do with our resilience, our ability to be optimistic despite a barrage of set-backs and seeing opportunity amidst disorder.

In my experience – when things happen we swing between two extremes:

- Act, but sometimes at the cost of longer term sustainability. By acting immediately we bypass and erode the process of decision making. Or,
- throw our hands in the air and do nothing other than ensuring that our circles are safe. But those harbours of safety or buffers are getting smaller.

As Ayn Rand says – “you can ignore reality, but you can’t ignore the consequences of ignoring reality”.

Whether we are risk managers in organisations (large or small), or practicing risk principles in our daily lives, understanding what action needs to be taken is often hard and requires ongoing practice and discipline. By becoming more aware it creates an opportunity to make the circles of safety bigger, not to build higher walls.



ISO 31000 - SANS PUBLICATION NOW AVAILABLE FOR PURCHASE

It is with great pleasure that IRMSA informs the risk management fraternity that the SANS 31000:2019ED2 Risk management - Guidelines, standard has been officially published. The latest copy is now available for purchase at SABS Standards sales.

www.sabs.co.za

Calling all Professional Members to join us in taking a stand against corruption!



Blowing the whistle when you have uncovered fraud and/or corruption is the right thing to do. More so as a professional who has to adhere to the profession's Code of Ethics. It is however easier said than done. Often whistle blowers find themselves being intimidated or even threatened, which cause many to take a step back. The Anti-intimidation and Ethical Practices Forum (AEPF) has established a process in which professionals could blow the whistle and minimise the impact on themselves. The AEPF has eight (8) forum members (IIASA, SAIPA, SAICA, Corruption Watch SA, The Ethics Institute, IRMSA, ACFESA and the IOD) and we believe that many of our members are in the frontline and need our support.

Contact IRMSA on membership@irmsa.org.za for how to blow the whistle safely and effectively or alternatively for more information on blowing the whistle please [click here](#).

IRMSA TRAINING

Yours in risk,
Berenice

President, Institute of Risk Management South Africa

IRMSA MEMBERSHIP



2019 IRMSA Membership Survey



Let us know your thoughts and let's work together to make an impact!

Complete the survey before 22 May 2019 - This should take less than 7 minutes to complete.

(The survey is also available under the resources tab on the [IRMSA website](#)).

This survey holds a weighting of **5 CPD points** for Associate, CRM Pracs, CRM Profs and Fellow Members.

Stand a chance to win – Complete the survey and be in the draw to win a ticket to the **IRMSA Annual Conference and Master Class** (2-3 October 2019 Conference and 4 October 2019 Master Class - JHB). This prize is valued at over **R11 000!** The prize winner will be announced at the **AGM, taking place 27 June 2019 - JHB.**

TAKE THE SURVEY!

2019 MEMBERSHIP RENEWALS : 1 MARCH 2019

Have you paid for your 2019/20 Membership renewal?

Remember as a paid up member there are a host of benefits available to you. [Click here to view the Member Benefits List](#)



NEW

Save over 50% on your training fees this year by selecting one of our training packages!

[Click here for more information](#)

Excel with courses built on expert knowledge, infused with an open exchange of ideas. Attend the upcoming IRMSA Training!

Business Continuity Management **16 & 17 May (CPT)**

Due to the continuously changing and challenging operating environment, Business Continuity Management (BCM) is becoming more and more important to build organisational resilience and sustainability. The course will focus on the role BCM plays in building resilient organisations, the role and responsibilities of the different stakeholders and the full Business Continuity Management lifecycle. Practical examples, case studies, interactive sessions and different types of media / technology will be used to explain key concepts.

[MORE INFO](#)

[BOOK NOW](#)

Project Risk Management **20 & 21 May (JHB)**

The Project Risk Management Training provides the ability to understand and apply fundamental risk management concepts and principles in the project environment as well as identify project stages and benefits of risk management.

- Learn how to scope project risk assessments.
- Prepare for and conduct a project risk assessment for all project phases.
- Managing and monitoring project risks.
- Present and report project risks

SHOULD YOU REQUIRE ANOTHER
COPY OF YOUR INVOICE,
PLEASE CLICK HERE

MEMBERSHIP RATES 2019



ARE YOU AWARE OF YOUR
MEMBER BENEFITS?

Click here for more information

CORPORATE MEMBERSHIP
PACKAGES

In 2018, we received several requests from members asking us to combine Corporate Membership with other offerings such as training and technical risk services, whereby they will be able to budget for all processes for the year ahead. With that said, the IRMSA Membership Committee have developed a strategy to support these member requests for 2019, by offering Corporate Membership Packages to support organisations.

These offerings have been drafted to provide members with the tools of empowerment needed to professionalise, grow and develop through every stage of their career, adding to the overall expertise and advancement of their organisations and the South African economy at large.

Corporate members can choose any of the four options:

Option 1 - Corporate Membership

Option 2 - Corporate Membership and Risk Management Services

Option 3 - Corporate Membership and Training

Option 4 - Corporate Membership and Risk Management Services and Training

[CLICK HERE TO VIEW CORPORATE PACKAGE RATES AND DETAILS](#)

MORE INFO

BOOK NOW

**Introduction to Occupational Fraud Risk Management
6 & 7 June (JHB)**

Fraud cannot be eliminated it can only be managed. This two-day consolidated course describes what constitutes Occupational Fraud and how to manage it. It covers the occupational fraud tree (i.e. what constitutes occupational fraud), the psychology of fraud and the tools- techniques-processes to help manage fraud risk

MORE INFO

BOOK NOW

**Cyber Security
12 & 13 June (JHB)**

The purpose of this course is to provide delegates with a clear understanding of the different Security Domains. The domains covered in this course are based on a consolidation of information and cyber security areas derived from the Certified Information Systems Security Professional (CISSP) and the International Organisation for Standards (ISO) 27001/2:2013 domains. The rationale for using CISSP was that organisations and / or professionals in the information security field would more easily relate to the domains, whereas ISO 27001/2:2013 is internationally recognised as an Information Security standard.

MORE INFO

BOOK NOW

**Compliance - The Risk Management Way
20 June (JHB)**

This course provides detailed and practical guidance for conducting risk assessments and control reviews using the Bow Tie technique / tool. The course contains a mix of theoretical and practical components to ensure development and practice of skills.

MORE INFO

BOOK NOW

**Conducting Bow Ties for Risk Assessment and Control
Self Assessment - 24 June (JHB)**

This course provides detailed and practical guidance for conducting risk assessments and control reviews using the Bow Tie technique / tool. The course contains a mix of theoretical and

Did you know you can access your 2019/20 Certificate directly from your profile?

PLEASE CLICK HERE TO
ACCESS YOUR PROFILE

Members can pay via EFT or via CREDIT CARD

YOU CAN MAKE PAYMENT VIA
CREDIT CARD

Click here for more information

Not yet a member - Why you should join IRMSA!

BECOME A MEMBER OF
THE INSTITUTE TODAY!

Did you know IRMSA Members attend the Breakfast Presentations at no charge? [Click here to view the Member Benefits List.](#)

IRMSA CPD

CPD
CONTINUOUS PROFESSIONAL
DEVELOPMENT

CPD – Associate, CRM Prac, CRM Prof and Fellows. Meeting the points requirement for the 2 year CPD cycle can be made up of various activities i.e. attending IRMSA Breakfast Presentations, external training, self-study on Risk related topics.

It's a simple process to load your points on your profile – contact Portia (portias@irmsa.org.za) should you require assistance with loading your points or have any other CPD related queries. Alternatively click on the links below.

[Click here to view the IRMSA CPD Policy.](#)

practical components to ensure development and practice of skills.

MORE INFO

BOOK NOW

Risk Appetite and Tolerance

26 June (DBN)

The ISO 31000:2009 definition of Risk Appetite shows that it is concerned with the kinds of risk an organisation prefers to take as well as the level to which it wants to expose itself. For many organisations, some of the largest risks they face relate directly to their major sources of income and taking these risks underpins their business model. Risk Tolerance then relates to an organisation's willingness to tolerate or retain risk after risk treatment has taken place. Efforts to quantify Risk Appetite and Tolerance can sometimes produce an illusion of precision and often leads to great misconceptions.

MORE INFO

BOOK NOW

[Click here to view the CPD Infographic](#) - a quick overview of where you can obtain points and how many you need for your member level.

[Click here to view the IRMSA CPD Tutorial](#) - a simple, step by step guide to load your CPD points via your online profile.

IRMSA Student Forum

A banner for the IRMSA Student Forum. It features a group of diverse young people (students) standing together, some holding laptops and tablets. The background is a light blue with a world map graphic. The text 'IRMSA STUDENT FORUM' and 'ACCESS TODAY!' is prominently displayed at the top. Below it, a red bar contains the text 'Supporting the development of our future risk practitioners'. The IRMSA logo is in the top right corner. At the bottom, the website 'www.irmsasite.org/studentforum' is listed.

IRMSA STUDENT FORUM
ACCESS TODAY!

Supporting the development of our future risk practitioners

www.irmsasite.org/studentforum

Students – Join IRMSA Today and reap the benefits for your tomorrow!

Students up to the age of 26, who are currently enrolled in a Certificate/ Degree/ Diploma on a full or part time basis are eligible for this membership category.

Student Membership is the very start of the professionalisation framework and route into risk management that these soon-to-be young professionals should aspire to.

There are no fees for student members as we want to encourage involvement, networking opportunities and learning platforms without any financial restraints on our students.

It easy to apply - [click here to join today!](#)

[CLICK HERE TO ACCESS THE STUDENT FORUM WEBSITE](#)



Written by: Liam du Plessis, Hiraeth Consulting

The age-old narrative preached among post-matriculates is that the NQF level 7 qualification is standard benchmark to ensure

A large banner for IRMSA Professionalisation. The top half features a silhouette of a man in a suit pointing upwards, with a network diagram of boxes and lines floating above him. Below this, on a dark blue background with a subtle network pattern, is the text: 'Did you know that IRMSA can offer Risk Management Training to your specific organisation either at your own office or at a venue of your choice including the IRMSA training centre. We can tailor-make an offering for your specific training needs and requirements. Talk to us about how we can provide you with this service today!'. The bottom section is a dark blue bar with the word 'Contact' in red, followed by the email 'training@irmsa.org.za' and the phone number '011 555 1800'.

Did you know that IRMSA can offer Risk Management Training to your specific organisation either at your own office or at a venue of your choice including the IRMSA training centre.

We can tailor-make an offering for your specific training needs and requirements.

Talk to us about how we can provide you with this service today!



Contact
training@irmsa.org.za
011 555 1800

IRMSA PROFESSIONALISATION

that your steady rise into young adulthood is cemented in the concrete blocks of corporate buildings; An ecstatic rendition sang in the halls of tertiary institutions. However, the stark difference between what's expected in corporate and what is taught in tertiary institutions, leaves a gap that is far stretched out between students and corporate.




IRMSA EVENTS


BCM WEEK

IRMSA BREAKFAST PRESENTATION - BOOK NOW!


ARE YOU MANAGING UNCERTAINTY BY INVESTING IN RESILIENCE



FREE FOR IRMSA MEMBERS
COST FOR NON-MEMBERS: R450.00 ex VAT
 The first 50 delegates to register in Cape Town and Durban will attend at no charge



PROUDLY SPONSORED BY



Date and Venue Details:

Johannesburg - 14 May 2019

Venue: Johannesburg Country Club (Woodmead)



Cape Town - 15 May 2019

Venue: Cape Town International Convention Centre



Durban - 17 May 2019

Venue: Durban Country Club



Certified Risk Practitioner (CRM Prac) Board Exam 1

**Certified Risk Management Practitioner Board Exam
I - 29 November 2019**

Make an Impact by becoming a Certified Risk Management Practitioner in 2019

Obtain the Certified Risk Management Practitioner designation by enrolling for the Board Exam I, taking place 29 November 2019.

Risk Managers who have this designation will be able to assist businesses to better understand the multiple risks they face in a holistic and comprehensive manner, as well as provide assistance and guidance in providing effective risk management capability in your organisation.

What do risk management professionals gain from completing this IRMSA Certification?

1. Career enhancement and development
2. Professional status-Independent recognition of professional status by South African Qualifications Authority (SAQA)
3. Recognition as an expert in the field
4. Credibility and competitive advantage setting you apart from your peers
5. Domestic and Global opportunities

What do employers gain by motivating their risk management professionals to take the Certification?

1. Demonstrates that risk management is important and is taken seriously in your organisation
2. Lends credibility to your organisation
3. Provides confidence that your risk management teams are appropriately qualified, experienced and competent.

Registration Closing Date: 28 June 2019



IRMSA is proud to announce the launch of the 2019 IRMSA Awards. Who will be the best in the risk management industry for 2019?

The Institute aims to acknowledge, encourage and celebrate excellence within the risk management industry.

Recognise and reward Southern Africa's top Risk Management professionals and organisations who have made a significant contribution. Submit a nomination today!

Click here to submit your nomination



LOAD YOUR CV OR SEND OUT A JOB AD WITH IRMSA

INDIVIDUALS - Have you considered the next step in your career path or are you looking for a new position in the Risk Management profession, as many of our Risk Managers are registering for IRMSA's Board Exams? On the **@IRMSAcareer portal, upload your CV and create a profile, which will allow prospective employees to find you and also assist you with your next step on your path.** You can also view the available job openings currently available! [Click here to learn more.](#)

CORPORATES - There are two options available to corporates in terms of finding the perfect match for your vacancy. **You have the option to either have us send out a job advert for you (Option 1) or run a CV search from our member database (Option 2).** You will be required to log in or create a profile if you don't have one and load the details into our system via the profile you have/ will create. [Click here to view the fees.](#)

If you require any assistance, please contact careers@irmsa.org.za.

MORE INFO

REGISTER NOW



Are you a Chief Risk Officer or Head of Risk Management in your organisation?

Do you have the CRM Prof designation - if not, why not?

As professionals in any industry, it is becoming more important for professionals to be recognised and professional status, such as CRM Prof, to be conferred, thus enhancing and transforming the presence and value proposition of risk management in the boardroom.

Register now for the Certified Risk Management Professional (CRM Prof) Board Exam 2!

The CRM Prof Board Exam 2 is scheduled to take place on Wednesday, 16 October 2019.

Register now if you would like to obtain this risk management designation.

MORE INFO

REGISTER NOW

Certified Risk Management Practitioner (CRM Prac)

**Board /EISA Exam content session
29 May 2019**

As you prepare for the upcoming Board/EISA Exam, IRMSA would like to invite you to attend an important Board /EISA Exam content session which we believe will assist you as well as prospective candidates in preparing for the Board/ EISA exam. The facilitator will take candidates through the study material to help supplement or support your exam preparation and provide delegates with practical exercises to tackle content/study material related questions to better prepare candidates for the exam.

Price: R1998.00 ex Vat

IRMSA PARTNERS

Africa Risk Management Survey - 2019



Commercial Risk Africa's annual Risk Frontiers Africa Survey has become a must read for all risk management and insurance industry professionals with an interest in Sub Saharan Africa. The report is compiled from extensive interaction with members of the risk and insurance community at industry events and conferences, round tables and online. Take part in this year's survey to participate in this year's analysis of the key areas of interest and concern for African risk and insurance professionals, and make your opinions count!

All entries will be entered into a draw and one lucky winner will win a trip to Europe to attend one of this year's Commercial Risk conferences.

[Click here to take the survey.](#)

Ethics Practitioners' Survey 2019



FIRST-OF-ITS-KIND RESEARCH, PROUDLY DEVELOPED BY TEI

You are hereby invited to take the Ethics Practitioners' Survey!

TARGET RESPONDENTS

The survey is designed to collect information from and about ethics practitioners/officers/managers. In other words, individuals who work in the field of ethics management and who are responsible, either partly or totally, for the ethics

Please indicate your attendance by clicking below on **BOOK NOW by Friday, 17 May 2019** and allow IRMSA to provide you with additional support to get you exam ready!



The Work Experience Logbook Sessions

CPT - 12 Jun | JHB - 2 Jul | DBN - 21 Aug

The Work Experience Logbook is an important part of the professionalisation requirements. We firmly believe this will assist candidates in preparing for their CRM Prac board exam, but it is also a core requirement for the Exemption Application. A properly and fully completed logbook is a requirement for obtaining your CRM Prac or CRM Prof designations and forms part of your assessment.

Objective of the workshop:

- To help demystify the work experience logbook
- Take you through how to complete the work experience logbook
- How to collate your evidence
- What type of evidence will be required
- What to avoid typically when compiling evidence

Who should attend:

- Anybody who intends obtaining the Certified Risk Management Practitioner designation through completing the board exam
- Anyone wishing to apply for exemption
- Anyone hoping to obtain their CRM Prof designation
- Anyone wanting to gain all round experience in risk management and wants to understand what they need to know

Cape Town - 12 June

BOOK NOW

Johannesburg - 2 July

BOOK NOW

Durban - 21 August

BOOK NOW

function of their organisation, whether it is in the public- or private-sector context.

PURPOSE

Relatively little is known about the challenges ethics practitioners face in their work, whether they work in an independent function, to whom they report, and what competencies are required to operate within the field. Our researchers want to obtain a true reflection of what it means to be an ethics practitioner/officer/manager today.

STRUCTURE

The survey is comprised of three parts and will take approximately 30 minutes to complete.

[Click on the link to go to the start page](#)

The Ethics Institute Annual Conference 2019



We encourage all IRMSA members to register for The Ethics Institute's 9th Annual Conference on 13 May 2019 in Midrand, Gauteng. As TEI is a strategic partner of IRMSA, all members are able to register at the special member discounted fee of R4 010.00. The day includes refreshment breaks and a full lunch.

This year, the institute is focusing on the theme 'Building an Ethical Society', with a keynote address from Justice Yvonne Mokgoro. Have a look at the exciting programme:

- Launch of the 2019 South African Business Ethics Survey (all delegates receive a report)
- Justice Yvonne Mokgoro on "building an ethical society"
- Prof Wiseman Nkuhlu and Athol Williams on "building ethically responsible organisations" (panel discussion facilitated by Freek Robinson)

FEATURED ARTICLE



Written by: AIG Insurance

Cybercrime is an escalating problem that demands constant attention to mitigate against financial and reputational risk. But what should boards do to ensure their organisation is protected?

When Facebook chairman and CEO Mark Zuckerberg faced the press after hackers stole data from up to 50 million social networking accounts last September, he said "we need to do more to prevent this from happening".

It's a typical response, the sort of reaction you get from CEOs when the data horse has already bolted. Unlike the CEO of Equifax, which saw 693,000 UK data records stolen in 2017, Zuckerberg kept his day job. The problem most boards have is that, following a cyber-attack and data breach, there is little more you can say other than "sorry".



IRMSA Public Sector Breakfast Roadshow Summary

Written by: Dr Anushka Bogdanov, Risk Insights PTY LTD

Risk Management is important in the public and private sector. Major governance failures have resulted in various scandals and significant reputational damage in both sectors of the South

- Malik Melamu on “Best Ethics Initiative of Year” (of which MTN Sudan was the 2018 winner)
- Khanyi Chabe on “promoting ethical conduct in individuals: moral insights from mountaineering”
- Prof Christof Heyns on “programming ethical conduct in robots”

Hurry, there is not much time left! Click on the [link](#) to register, or direct any questions to the conference secretariat at danielle@confsa.co.za.

African economy. Considering the critical role that public sector plays in the South African economy; its recent dysfunction has had major implications for private sector as it has affected credit ratings, confidence of foreign investors and premiums leading to increased cost of doing business in the country.



**Written by: Helper Zhou, Sigma International and IRMSA
KZN Committee Member**

It's inarguably apparent that South Africa and the world at large is experiencing times of great change, complexity, and uncertainty which demands not only a systematic but an urgent response plan from politicians, academics and business leaders to navigate their way through the tide of internal and external forces to create the best outcome for national and global economies. It's quite clear that the present is marked with a great deal of disruptive innovation that has inevitably been described in such avant-garde terms – the 4th Industrial Revolution (4IR), an age in which machines take centre stage and human augmentation becomes a reality.



Insurance Industry Specific CRM by Salesforce



Should you wish to contribute to this newsflash, please contact the IRMSA Team at communications@irmsa.org.za

Contact IRMSA

Tel: 011 555 1800 | Fax: 086 647 6191 | Email: communications@irmsa.org.za

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