

Thought Leadership for the Federal Enterprise Risk Management Community

## In This Issue

|                                     |    |
|-------------------------------------|----|
| A Note from the AFERM President     | 2  |
| Enterprise Risk Management News     | 4  |
| Enterprise Risk Management Article  | 6  |
| Welcome New Members                 | 11 |
| AFERM Announcements                 | 12 |
| 2014 Officers and Committee Members | 14 |
| Request for Newsletter Feedback     | 15 |
| Upcoming Events                     | 16 |
| Thank You to Our Sponsors           | 18 |



## AFERM Newsletter

*In our latest edition of the AFERM Newsletter, we are proud to present a message from our president, thought leadership in a new risk management article, and a welcome to our many new members!*

*Please refer to Page 17 for our Summit Announcement!*

Thought Leadership for the Federal Enterprise Risk Management Community

## A Note from the AFERM President



Greetings! I'm pleased with the progress our AFERM Board, Committees, and members made over the past quarter in promoting enterprise risk management in the federal government and in strengthening our Association. While our focus over the past few months has been on preparation for our upcoming 7<sup>th</sup> Annual Federal Enterprise Risk Management Summit, we have been busy with other important activities as well.

In coordination with our partner, George Mason University School of Business, Brack Boone (Co-Chair of our AFERM Program Committee) and his Summit Planning Committee are doing a great job in developing the agenda, lining up speakers, and planning admin/logistics for our Summit. The theme of our Summit this year is "Advancing Best Practices in ERM." It will be conducted on 9 and 10 September at GMU's Founder's Hall, located on their Arlington Campus at 3351 Fairfax Drive in Arlington, VA. We have already exceeded 150 in registrations (well ahead of where we were at this point last year) and we expect to easily reach our 250 target for attendees, which is maximum capacity for the venue. I hope to see you at our ERM Summit. If you plan to attend and have not registered, you can do so at <http://business.gmu.edu/executiveeducation/upcoming/ferm/>.

One of the reasons we are well ahead of last year in registration for our ERM Summit is more federal agencies are hiring Chief Risk Officers and beginning to develop ERM programs. On April 28, 2014, at the invitation of Mike Wetklow (a Branch Chief at OMB), Doug Webster, Tom Stanton, and I participated in the federal CFO Council's Forum on Enterprise Risk Management. Over 50 CFOs, DCFOs, and other executives from agencies across the federal government participated. It was our pleasure to assist Mr. Wetklow in providing the CFO community a foundational awareness of ERM and an understanding of how ERM is being implemented within government. As more agencies realize the value that the application of ERM can provide in helping them better achieve their organizational goals and objectives, I look forward to the continuing growth of AFERM and of our annual Federal ERM Summit.

Related to the CFO Council Forum on ERM, I'm pleased to also mention that OMB just recently published their revision of OMB Circular A-11, which now includes (thanks to Mike Wetklow and Karen Hardy) guidance concerning ERM in sections 270.24 - 270.29. You can access Cir A-11 at [http://m.whitehouse.gov/omb/circulars\\_a11\\_current\\_year\\_a11\\_toc](http://m.whitehouse.gov/omb/circulars_a11_current_year_a11_toc). Karen, one of our AFERM Board members, has been on a 90 day detail from Dept of Commerce to OMB primarily assisting them in their revision of Circulars A-11 and A-123. She and Mike Wetklow did a terrific

## Thought Leadership for the Federal Enterprise Risk Management Community

job in addressing ERM in the revision of Cir A-11. AFERM believes this revised version of Cir A-11 reflects federal endorsement of the overall concept of ERM and its application.

On 25 June, we conducted our second quarterly luncheon at the Hamilton Restaurant in DC. Approximately 50 attendees enjoyed Todd Grams' presentation about his perspectives on ERM, based upon his experience at the IRS and the Department of Veterans Affairs in leading the establishment of ERM programs. Thanks again to Thomas Holland and Daniella Datskovska for their work in planning the luncheon.

AFERM, in partnership with PwC, has initiated an annual survey of ERM in the Public Sector. We plan to release the survey on an annual basis to enable the reporting of status and trends in the implementation and use of ERM. In addition to having the survey available for access from our website, we plan to interview several senior level officials in government to obtain their perspectives on ERM. The survey is available for access at [https://pwc.qualtrics.com/SE/?SID=SV\\_8J1cllc3OZIUJxz](https://pwc.qualtrics.com/SE/?SID=SV_8J1cllc3OZIUJxz). Survey responses are requested by August 15th, as we plan to present the results at our ERM Summit in September. I want to thank Brian Wodarski, Dave Fragale, and Steve Leftwich from PwC for their work on the survey, as well as Doug Webster, Tom Stanton, Jay Ahuja, and Sallyanne Harper who served with me on the AFERM Working Group.

I want to congratulate Dave Fragale for his selection (one of only 18 from the US) as a Fellow in the MIT Sloan Fellows MBA Program. He will continue as a member of AFERM, but started his participation in the MIT program in the Boston area in early June. Dave, thank you for your service as Chair of our Communications Committee. I also appreciate Steve Leftwich for accepting my appointment to take over as Chair of our Communications Committee.

Lastly, as the end of my term approaches on 30 September, it has been an honor to serve as President of AFERM. I especially appreciate all of the support over the past year from the AFERM Board, Committee Chairs and members, and, of course, from our Corporate Sponsors.

Thought Leadership for the Federal Enterprise Risk Management Community

## Enterprise Risk Management News

### ***Agency blunders put spotlight on risk management***

A recent article written by Federal News Radio's Jack Moore describes how agencies' recent high-profile embarrassments are directing leadership's attention to increased risk management practices. From a June panel discussion on risk management, Todd Grams, a former VA and IRS official, described agencies' new focus:

*"When you look overall at the relative state of risk management in the federal government, it's relatively immature. It's a relatively new concept to the feds, not like IT or financial management, which have both been around for decades."*

The article highlights well-publicized problems from the GSA, IRS, HHS, and most recently the VA. Issues revealed during the Affordable Care Act website go-live were also addressed. Please access the following link to learn more:

<http://www.federalnewsradio.com//145/3651917/Agency-blunders-put-spotlight-on-risk-management>



**MORGANFRANKLIN CONSULTING DELIVERS:**

- Reduce the cost of compliance
- Align risk appetite and risk exposure with strategy and mission
- Limit the impact of unexpected outcomes
- Make risk-based and unified management decisions
- Enhance governance and promote accountability
- Optimize allocation of resources
- Strengthen performance and reduce variability
- Protect the value of assets
- Increase likelihood of achieving key goals and objectives

## STILL MANAGING RISK IN SILOS? ERM REDUCES COSTS AND ENHANCES EFFICIENCY.

ERM is a more strategic approach to managing risk. By taking a broader view of interrelated risks and mitigation strategies, agencies can direct limited resources on the greatest threats to performance objectives, program goals, and mission success. MorganFranklin Consulting provides strategy, planning, and ongoing support to help agencies manage and sustain high-performing risk management programs.

[in](https://www.linkedin.com) [f](https://www.facebook.com) [t](https://www.twitter.com)

[morganfranklin.com/governmentERM](http://morganfranklin.com/governmentERM)

**MORGANFRANKLIN<sup>®</sup>**  
CONSULTING

PERFORMANCE IMPROVEMENT | FINANCIAL MANAGEMENT | TECHNOLOGY ENABLEMENT

# *The ability to tackle what's next*

Federal agencies are facing significant challenges in the areas of enterprise risk management, process improvement, project and portfolio management, financial management, and cyber security. As a trusted advisor, our Public Sector Practice is helping them address these most difficult challenges. For example, we have worked with the Department of Defense on management, business and financial planning, advised on data security, threat and vulnerability management for the Department of Homeland Security, and consulted on human capital and succession issues for the Internal Revenue Service.

*For more information on how we can help you address your agency's challenges, visit [pwc.com/publicsector](http://pwc.com/publicsector)*



Thought Leadership for the Federal Enterprise Risk Management Community

## Enterprise Risk Management Article

### The Role of Organizational Change in Effective Enterprise Risk Management

The concept of Enterprise Risk Management (ERM) is in many ways compelling. ERM seeks to build upon traditional risk management practices that are conducted within functional or programmatic silos, and engage in the cross silo collaboration and prioritizations needed to develop an enterprise-level, portfolio view of risk. The ultimate goal is improved return on investment in meeting overall stakeholder needs. Why would not every organization strive to achieve such an integrated view of organizational risk?

Yet despite the appeal of ERM, the allure and the reality are different for many organizations. Organizations are finding that what seems on the surface like such an obvious step forward is in fact a long-term commitment that requires both planning and resources. What is the difference between an organization that establishes a vision for ERM and makes progress towards that goal, and an organization that faces more than its share of hurdles? An answer requires considering what makes any major initiative more challenging than often envisioned, and how such general challenges apply to ERM in particular.

Numerous studies over the past two decades, beginning with that of organizational change guru John Kotter, have shown that only 30 percent of change programs are considered fully successful. That poor level of success has remained relatively consistent as evidenced by repeated studies over more than 20 years. Dr. Kotter's research and that of numerous studies since have pointed to the inadequate attention provided to organizational change management. In this context, we are not referring to the changes in policies, procedures and various actions reflected in a project plan. Most initiatives pay considerable attention to the physical changes that must take place to implement any organizational change initiative. What is frequently lacking, however, is an equal focus on the requisite behavioral changes that must occur at both the organizational and individual levels. Such behavioral changes are essential to: (i) successful implementation of any major change initiative; and (ii) the sustainment of the change needed to avoid reverting to old behaviors.

## Thought Leadership for the Federal Enterprise Risk Management Community

### *The Role of Organizational Change in Effective Enterprise Risk Management, continued*

Organizational change management is particularly important for ERM, because successful implementation of ERM requires more than new policies and procedures. ERM requires new ways of behaving, both in how risks are viewed relative to other stakeholders in the organization and how risks are balanced with consideration of performance and cost. Too often ERM is viewed as simply 'mature' risk management where policies are honed and practices are consistently followed. Such a simplistic view overlooks significant behavioral changes that are required for the implementation of a meaningful ERM program.

To appreciate the behavioral changes required for ERM, it is useful to consider typical practices in traditional risk management. Effective risk management should be an element of every business decision in which benefits, costs and risks are interactively balanced with the goal of maximizing overall long term stakeholder value. Too many organizations, however, focus such a balance on costs and benefits, and treat risk as simply a gate through which decisions otherwise made must pass. In other words, the approach of these managers is to make the cost-benefit tradeoff and go forward unless the associated risks are too great. Treating risk not as a function of a risk management organization, but as an inherent part of every business decision, is a new way of thinking – and behaving – for many individuals.

A second major behavioral change required by ERM is recognition that those impacted by risks are not limited to those whose technical expertise is core to understanding and controlling the risk. For example, while understanding and managing IT risks may require the hands-on engagement of the IT staff, those impacted by a breach in IT security can truly be enterprise-wide. In the IT breach of Target stores, for example, the impact had major



Powerful Insights. Proven Delivery.™

How do government organizations address enterprise risk challenges?  
**They ask Protiviti.**

To learn more, please visit  
[protivitigovernmentsservices.com](http://protivitigovernmentsservices.com).

© 2012 Protiviti Inc. An Equal Opportunity Employer. Protiviti is not licensed or registered as a public accounting firm and does not issue opinions on financial statements or offer attestation services. PRO-0812

protiviti® RISK & BUSINESS CONSULTING, INTERNAL AUDIT. GOVERNMENT SERVICES

## Thought Leadership for the Federal Enterprise Risk Management Community

### *The Role of Organizational Change in Effective Enterprise Risk Management, continued*

consequences across much of the organization, resulting in lawsuits, the removal of the CEO, and numerous other adverse consequences. Setting risk appetite, and ensuring actions taken lead to managing risk within that appetite, clearly cannot be limited to the IT staff. Traditional risk management tends to identify, assess, and treat risks within their respective functional and programmatic silos. ERM, however, recognizes that key risks be communicated and prioritized across the overall enterprise. In this way, those impacted by residual risk have a voice in the adequacy of the risk treatment. Moreover, only through ERM can a truly enterprise-level portfolio view of risk be developed. Such a portfolio view of risk is essential to understanding the organization's overall level of retained risk, and consistency of that risk with the organization's risk appetite and capacity for risk.

Because of the more collaborative approach to risk management required by ERM, many individuals may have to change their attitudes in working with others on the topic of risk. Engaging in cross-functional risk workshops will be a new experience for some individuals, who previously only coordinated within their functional silos. Having to defend risk treatment choices based on residual risk felt beyond the functional silo, and having to defend return on investment from risk treatment versus use of those funds to treat risks in other functional areas, may both be new experiences. While the list of changes resulting from ERM can go on, the message is simple. ERM will require individuals to develop new working relationships and engage in new responsibilities. In short, behavior will have to change. While such a conclusion may be relatively easy to reach, effecting the necessary behavioral change can be challenging, as reflected in the previously cited studies. Recognizing the importance of a formal organizational change management program as part of any such major initiative is certainly a starting point.

Even when 'organizational change management' is included as part of a major initiative, for too many leaders that term simply means the inclusion of a communications plan to communicate the coming change, and a training plan to train employees in the new processes. Nearly two decades ago this author created a change management model intended to convey the larger role of effective change management. This model was based on the following:

*Understanding.* Individuals and organizations need to understand the importance and reasoning behind a change initiative. This is winning the 'mind' of the individual through intellectual awareness and understanding.

*Motivation.* Once individuals understand the reasons for change, they must be motivated to act on this change. There are many reasons why individuals may choose not to support a change even when they understand the rationale behind the change. This step wins the 'hearts' of those whose support is needed.

## Thought Leadership for the Federal Enterprise Risk Management Community

### *The Role of Organizational Change in Effective Enterprise Risk Management, continued*

*Tools.* When individuals understand the need for change and are willing to engage, they still need the capacity in terms of knowledge and ability. 'Tools' was intended to reference the policies, procedures, processes and technologies required for an understanding and motivated individual to act.

*Incentives.* It is difficult, if not impossible, to sustain new behaviors when old behaviors continue to be rewarded. 'Incentives' refers to rewarding the desired new behavior and discouraging the old behaviors used prior to the change. New performance standards must be developed and connected to appraisal systems to ensure that changes are sustained and guide future actions.

In 2006, Jeff Hiatt authored the book 'ADKAR: A Model for Change in Business, Government and our Community'. In his book, Mr. Hiatt proposed a compatible model of Awareness, Desire, Knowledge, Ability and Reinforcement. While Hiatt chose different words to represent similar concepts, and chose to separate "Tools" into Knowledge and Ability, the ideas are essentially the same: all elements of these models are essential for sustainable change. The ADKAR model has since gained broad international recognition as an effective description of the key phases in individual change.

Finally, organizations should consider the need for organizational change management in any major change initiative versus the capacity of the organization to change. Because all initiatives present unique requirements for success, and all organizations have unique capacities for change, change leaders should consider where gaps exist between specific needs and capabilities. Resources must then be targeted on closing the most critical gaps. The 2009 book 'Chasing Change: Building Organizational Capacity in a Turbulent Environment' provided an assessment tool to size these gaps between initiative requirements and organizational capacities for change. This book considered various elements of successful change (leadership, commitment, accountability, forward thinking, communication, risk tolerance, and others), and provided a maturity model for sizing the gap in these elements as related to a specific change initiative.

Whatever tools and models ERM champions use in considering organizational change management, they will be far more successful in their efforts when they consider and overcome the various individual and organizational impediments to sustainable change.

### ***About the Author***

Dr. Doug Webster – *President, Cambio Consulting Group*

T: +1 (703) 441 2212

E: [dougwebster@cambiocg.com](mailto:dougwebster@cambiocg.com)



**EY**

Building a better  
working world

## Embracing risk for better performance

Interest in enterprise risk management (ERM) is growing fast among Federal agencies. A number of them have appointed a chief risk officer to manage their ERM efforts. Federal entities are starting to focus on enterprise solutions to manage risks that impact strategic and tactical objectives and use of resources. Along with this, a number of agencies are looking to translate the concept of ERM past the abstract framework into practical solutions that will ultimately support risk enabled performance.

The EY Government and Public Sector Enterprise Risk Management team offers a proven methodology and approach to help agencies leverage their investments in complying with Office of Management and Budget Circular A-123 Appendix A and other requirements by identifying and replacing isolated initiatives and remediation fixes with a holistic approach to integrating internal controls, compliance and risk management initiatives under an ERM framework.

That's how we make a difference.

To find out more, contact Linda M. Springer at +1 703 747 0388 or [linda.springer@ey.com](mailto:linda.springer@ey.com) or Daniella Datskovska at +1 703 747 0172 or [daniella.datskovska@ey.com](mailto:daniella.datskovska@ey.com).

Thought Leadership for the Federal Enterprise Risk Management Community

## Welcome New Members!

| <b>New Member</b>          | <b>Agency/Company</b>                                     |
|----------------------------|---|
| <b>Debra Babcock</b>       | National Institutes of Health                             |
| <b>Bambo Bamgbose</b>      | e-Management  |
| <b>William Billiard</b>    | United States Air Force                                   |
| <b>Anna Maria Calcagno</b> | Department of Health and Human Services                   |
| <b>Mike Cho</b>            |   |
| <b>Thomas Erickson</b>     | Department of Homeland Security                           |
| <b>Richard Eyermann</b>    | Environment Protection Agency                             |
| <b>Alexis Flippen</b>      | Quality Assurance and Risk Management Services, Inc.      |
| <b>Adam Hauptman</b>       | Federal Housing Authority                                 |
| <b>Kevin Hawkins</b>       | Protiviti   |
| <b>Kelsey Johnson</b>      |   |
| <b>Wendy Kilgore</b>       |   |
| <b>Cheh Kim</b>            | Federal Deposit Insurance Corporation                     |
| <b>Linda Kostic</b>        |   |
| <b>Susan Lee</b>           | United States Treasury                                    |
| <b>Richard Lerro</b>       |   |
| <b>Christina Lewis</b>     |   |
| <b>Sarah Lyberg</b>        | Office of Management and Budget                           |
| <b>Kami Malekolkalami</b>  |   |
| <b>Robert Manuse</b>       | MCR Federal, LLC  |
| <b>Rehana Mwalimu</b>      | National Institute of Standards and Technology            |
| <b>Erin O'Brien</b>        | Deloitte  |
| <b>Guadalupe Ortiz</b>     | Internal Revenue Service                                  |
| <b>Dennis Powell</b>       | e-Management  |
| <b>Diane Rogler</b>        | Department of Health and Human Services                   |
| <b>Bailey Smuhl</b>        | United States Department of Housing and Urban Development |
| <b>Hendren Thornton</b>    |   |
| <b>Kameron Turner</b>      | Protiviti   |
| <b>Paul M. Troni</b>       | United States Department of Housing and Urban Development |
| <b>Frank Vetrano</b>       | United States Department of Housing and Urban Development |
| <b>Karen Weber</b>         | United States Treasury                                    |
| <b>Scarlett Wirt</b>       |   |

Thought Leadership for the Federal Enterprise Risk Management Community

## AFERM Announcements

---

### ***AFERM Membership – Bring a Colleague!***

As the only organization focusing on the advancement of risk management principles and standards in the federal sector, AFERM is dedicated to instructing, training and informing government managers in the field of ERM. You, as members, provide crucial support of AFERM operations, allowing the AFERM leadership to continue to bring together professional risk managers in the federal government and the risk management community, present innovative approaches, and provide a forum for the interchange of ideas in this emerging field. Since AFERM is a private, non-profit organization, we depend on the support of our members.

If you have a colleague or friend who might be interested in joining, please provide them with the following link to our website: <http://www.aferm.org/membership.php>.

The advertisement features a background image of several black dominoes with white dots, arranged in a line on a green surface. The text is overlaid on this image. At the top, it reads 'Unmanaged Risk can Topple the Delicate Balance of your Organization'. Below that, the main headline is 'Adopt MetricStream Risk Management Solutions To Build a Robust and Sustainable Risk Program'. Underneath the headline, it says 'MetricStream Solutions for Federal Agencies' followed by a bulleted list of four benefits: 'Facilitate a proactive approach to anticipate, prioritize and mitigate risks', 'Provide optimized risk/return outcomes through greater visibility', 'Ensure consistency in practices and collaboration among stakeholders', and 'Deliver risk intelligence to improve performance and reputation'. The MetricStream logo and website URL 'www.metricstream.com' are located in the bottom right corner of the advertisement.



## Rise anew to the occasion

For the federal government, reflecting on what makes this country great is a chance to make it even greater. An opportunity to do things differently. Deloitte stands ready to help you identify what's working, what could work better, and how. So you can seize the day, as well as the days ahead. Wherever you need to go, we'll see you there.

Take the next step at [www.deloitte.com/federal](http://www.deloitte.com/federal)



Official Professional Services Sponsor

Professional Services means audit, tax, consulting and financial advisory services.

As used in this document, "Deloitte" means Deloitte LLP and its subsidiaries. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Copyright © 2013 Deloitte Development LLC. All rights reserved.  
36 USC 220506  
Member of Deloitte Touche Tohmatsu Limited

**Deloitte.**

## 2014 AFERM Officers and Committees

---

### Officers

*President, Al Runnels*

*Past President, Doug Webster*

*President-Elect, Tom Stanton*

*Treasurer, Jay Ahuja*

*Treasurer-Elect, Nadine Cipriani*

*Secretary, Frank Wood*

*Vice President, Karen Hardy*

*Vice President, Deb Swedberg*

*Vice President, Laurie Champion*

*Vice President, Catherine Chatfield*

### Membership

- David Emanuel, Chair
- Anne Beemer
- Terry Boyd
- Calandra Dixon
- Gilda Kolesnikova
- Yehuda Schmidt

### Programs

- Brack Boone, Co-Chair
- Thomas Holland, Co-Chair
- Brian Barnier
- Folake Fadayomi
- Daniella Datskovska
- Janelle Pannell
- Andy Tiedeman

### Bylaws, Policies and Procedures

- Frederick Nunley, Chair
- Lon Cross

### Long Range/Strategic Planning

- Vance Stewart, Chair
- Marc Greathouse
- Arnold Hill

### Finance/Budget

- Jay Ahuja

### Audit

- Harold Barnshaw, Chair
- Betty Norwood
- Kevin Stemp

### Communications

- Steve Leftwich, Chair
- Pankaj Bhasin
- Anna Calcagno
- Ellen Kleiman-Redden
- Raji Sarma

### Corporate Advisory Group

- Bill Hughes, MorganFranklin, Chair
- Marc Greathouse, Deloitte
- Brian Wodarski, PwC
- Werner Lippuner, EY
- Nicholas Tharakan, MetricStream
- Kyle Lamborn, Wynyard Group
- Korina Park, Protiviti

## *Request for Newsletter Feedback*

If you have any comments or suggestions regarding the newsletter, the AFERM Newsletter Team needs your help! We strive to deliver informative and exciting materials to our valued membership. Please contact us if you have any suggestions for future articles or features, comments on the content or form of the newsletter, or questions about content.

Please send your comments, questions, or contributions for inclusion in the next newsletter to:

Newsletter Team at [newsletter@aferm.org](mailto:newsletter@aferm.org)

Thought Leadership for the Federal Enterprise Risk Management Community

## Recent and Upcoming Events

### **June 25, 2014: AFERM Luncheon with Todd Grams**

On June 25th, AFERM hosted a luncheon at The Hamilton restaurant featuring an informative presentation on ERM Perspectives by Todd Grams.

### **September 9-10, 2014: Seventh Annual Federal ERM Summit**

Register now at <http://business.gmu.edu/executiveeducation/upcoming/ferm/> for the 7<sup>th</sup> Annual Federal ERM Summit, to be held on September 9 and 10, 2014!



**CONNECTING  
THE DOTS.**

Methodware is now part of the Wynyard Group.

We've joined forces to help our clients in the US and around the world connect the dots between risk management, intelligence and investigations.

Wynyard empowers government agencies to better assess threats, manage risk, exploit intelligence, investigate incidents, prevent fraud and stay compliant.

[www.wynyardgroup.com](http://www.wynyardgroup.com)  
(484) 924-9911



Thought Leadership for the Federal Enterprise Risk Management Community

## 7<sup>TH</sup> ANNUAL FEDERAL ENTERPRISE RISK MANAGEMENT SUMMIT

September 9-10, 2014 | Arlington, VA

Jointly  
Sponsored by:



### Advancing Best Practices in ERM

The [2014 Federal Enterprise Risk Management Summit](#) will focus on the best practice of **enterprise risk management (ERM)** and meeting the challenge of advancing best practices for a robust and sustainable ERM program.

ERM can help organizations prioritize resources and focus on areas of most critical need, at the operational level and in support of longer-term planning.

**Keynote speaker:** **Craig Faris**, Principal, Ernst & Young, LLP and former Global Director of Enterprise Risk Management for Wal-Mart

Additional speakers to be announced soon.

EARN  
13 CPE  
CREDITS!

For more information, contact:  
Barbara Agan  
bagan@gmu.edu  
703-993-9801

#### Program Details

George Mason University  
Founder's Hall  
Arlington, VA  
September 9-10, 2014

*Early Bird pricing ends August 1*

**REGISTER NOW**

## REGISTER TODAY!

George Mason University • School of Management • Executive Education  
3351 North Fairfax Drive, MS 6B6 • Arlington, VA 22201 • 703-993-9801 • som.gmu.edu

This communication is produced by George Mason University School of Management.

Thought Leadership for the Federal Enterprise Risk Management Community

## *Thank You to Our Sponsors!*



Deloitte.



EY

Building a better  
working world



pwc



MetricStream

MORGANFRANKLIN<sup>®</sup>  
CONSULTING



WYNYARD<sup>™</sup>



protiviti<sup>®</sup>  
Risk & Business Consulting.  
Internal Audit.