

Thought Leadership for the Federal Enterprise Risk Management Community

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Highlights

This is the 25th issue of the quarterly AFERM Newsletter! It includes two thought leadership articles from ERM practitioners with King County, Washington, and Harvard University, as well as an update on the the RIMS-Certified Risk Management Professional (RIMS-CRMP) certification initiative between AFERM and RIMS.

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A Note from AFERM's President



Peggy Sherry

AFERM and RIMS join forces

By Peggy Sherry

The Association for Federal Enterprise Risk Management (AFERM) is working with the Risk and Insurance Management Society (RIMS) to develop a micro-credential for the RIMS-Certified Risk Management Professional (RIMS-CRMP) certification. The goal is to allow federal risk professionals to showcase their expertise, professional achievement, and qualifications in the federal ERM space in response to updates to Office of Management and Budget (OMB) Circular A-123.

Federal risk professionals will be able to obtain the RIMS-CRMP-FED Micro-credential, which supplements the RIMS-CRMP certification.

As ERM becomes increasingly important in the public sector, it's vital to identify qualified professionals to address the significant changes that risk management will undergo moving forward. The RIMS-CRMP-FED will allow Federal professionals to formally demonstrate that they have the necessary knowledge and background to be on the forefront of tackling any challenges associated with managing emerging risks.

AFERM began examining the feasibility of developing a certification in mid-2015, shortly after RIMS debuted the RIMS-CRMP certification. The AFERM Board provided the go-ahead to begin development in September 2016 and a little over a year later, in November 2017, formally announced the micro-credential at the annual AFERM summit. Following an early planning session, AFERM recognized that developing a micro-credential aligned with the RIMS-CRMP would be beneficial for all federal risk professionals.

Since the announcement, AFERM and RIMS have been closely working to identify the most pertinent and timely Federal ERM competencies to highlight on the exam, consulting with professionals from various sectors throughout the Federal government. Through various webinars and conferences, exam questions specific to the micro-credential have been developed. The first exam window is scheduled for July 15 – September 15, 2018. Additional steps in the process include:

- **June 19 – June 21, 2018:** The testing coordinator for AFERM and RIMS will conduct a 3-day exam preparation course for professionals who will be taking the pilot exam.
- **July 15 – September 15, 2018:** Professionals who do not currently hold the RIMS-CRMP will take the base certification exam online.

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- **October 6, 2018:** The first pencil and paper RIMS-CRMP-FED pilot exam will be administered to a small group of professionals who have previously attained the RIMS-CRMP.
- **Early November 2018:** AFERM will recognize the first successful RIMS-CRMP-FED recipients at the 2018 AFERM Summit, culminating more than 3 years of development.
- **Early 2019:** The RIMS-CRMP-FED Exam will be available for online testing to the general public.

AFERM is excited to be part of this major advancement in developing ERM in the federal government. We believe that the RIMS-CRMP-FED will help instill confidence in Federal risk professionals and encourage organizations to take the steps to advance their organization's ERM programs.

If you are interested in learning more about the RIMS-CRMP-FED, visit our website at <https://www.aferm.org>. You can also find additional details in AFERM News [here](#).

Best regards -
Peggy

Peggy Sherry, AFERM President, may be contacted at president@aferm.org.



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ERM Events

Events of interest to ERM practitioners

On January 24th, 2018, AFERM hosted a networking event for AFERM members. The event included a presentation by Nandini Kini, Senior Director for ERM at Capital One. Nandini presented on how ERM is evolving in the private sector and shared some ERM leading practices and lessons learned from the private sector as well.

More recently, and for the second year in a row, on April 16th, AFERM co-hosted with AGA, a Federal ERM Workshop, “Driving Organizational Value - Enhancing Performance” at the ASAE Conference Center in Washington, DC. This workshop provided participants with practical insight and tools to help to continue to build out ERM and to use ERM to drive real and sustainable organizational value. It also included presentations and facilitated table group work.

Presentations include the following:

- Enhancing ERM Capability Over Time
- Integrating ERM with Strategy and Performance
- ERM and Cyber Security

Facilitated table discussion topics include the following:

- Enhancing ERM Capability Over Time
- Integrating ERM with Strategy and Performance
- ERM and Cyber Security

Other upcoming events that may be of interest include the following:

- Performance Institute’s Government Performance Summit 2018, Washington, DC, May 7, 2018
- Potomac Forum’s ERM in Government Training Workshop II, OMB Circular A-123: Beyond Compliance, Washington, DC, May 25, 2018
- AGA’s 2018 Professional Development Training, Orlando, FL, July 22-25, 2018
- RIMS ERM Conference, October 29, 2018

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For more information on the AFERM networking event and the Performance Institute events, visit AFERM's Events page on our website at <https://www.aferm.org/events-list/>.

Thomas Holland of PwC coordinates the AFERM luncheons, networking, and other events. He may be reached at AFERM.Lunches@gmail.com.



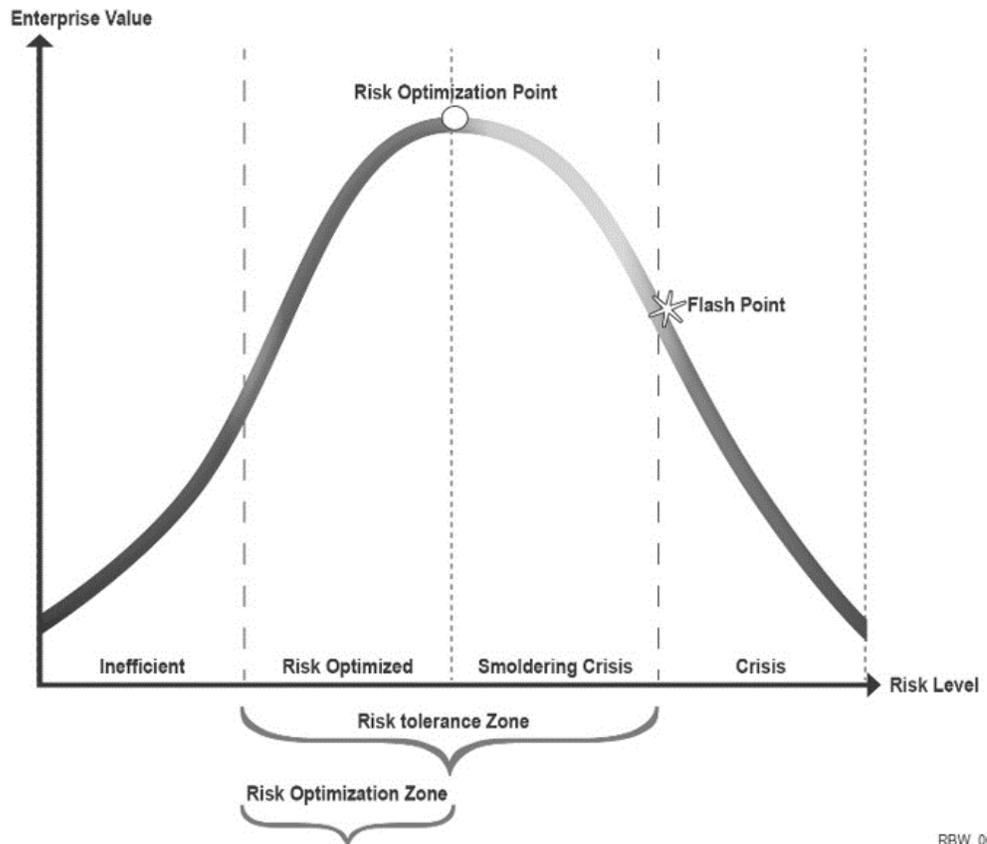
Thought Leadership

King County, Washington, is Optimizing Enterprise Value with Balanced Risk Taking

By Jennifer Hills

Jennifer Hills, Director of Risk Management Services for King County, Washington, has evolved the King County, Washington, Risk Management Program from advanced risk management, proactive on preventing and reducing operational risk, to enterprise risk management (ERM), aligning risk management with the County's mission and values. King County's ERM program is integrated with budget and strategic planning processes. It includes upside risks and opportunities, and addresses risk appetite and risk optimization. Ms. Hills' ERM program has changed the shape of risk in King County. This concept allows an organization to take on measured risk and increase value within a risk optimization zone. As illustrated in the diagram, continued risk-taking beyond an optimal zone could result in value decline and a possible crisis.

The risk-value curve diagram on the right depicts the relationship between risk and enterprise value. The risk-value curve comes from King County's membership and Ms. Hills' leadership in the



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Consortium for Advanced Management International (CAM-I). CAM-I is an international consortium of private sector and government organizations working cooperatively to solve management problems and critical business issues that are common to the group.

In the first zone, risk is low, but so is value. The organization has placed too much emphasis on mitigation and avoidance of risks, and is therefore bypassing potential investments that could yield a positive return for the organization. In the second segment of the diagram, risk is optimized—the organization is taking risk up to its tolerance level. Key risk indicators are important in this zone so the organization can engage risks that might otherwise be avoided, thereby increasing enterprise value. Once the high point of the curve has been passed, the organization is in a higher risk interaction zone and must apply both risk and crisis management tools to avoid a potential crisis. The organization may be overly susceptible to unexpected events, and a flash point could be reached requiring risk and crisis management tools (e.g., insurance, active monitoring, public relations, and increases to reserves).

King County has been a risk-averse government, sometimes prioritizing risk mitigation and avoiding negative outcomes over pursuing positive outcomes and opportunities. Ms. Hills uses the risk-value framework to support King County leaders' ability to take on the right risks to advance enterprise value. Ms. Hills models this effort in her office with a new approach to contracts in alignment with the County's equity and social justice commitment. Insurance requirements are carefully evaluated in connection with contract exposures and, where possible, they are adjusted to expand contracting opportunities to smaller companies and community-based organizations. Ms. Hills is also leading King County agencies through active efforts to take on additional risk where in order to increase value. An example comes from the Public Health Department.

For decades the Public Health Department offered internships to college students in various medical fields. To participate in an internship, a student's college or university had to agree to the insurance and indemnification requirements in King County's contract. One clause requires the educational institution to indemnify King County for the negligent acts of their student interns. Four-year universities would agree to the language, but two-year community colleges would not. Public Health examined the demographics of students who attend four-year and two-year programs in consideration of King County's commitment to equity and social justice. The County decided it was time to review the contract language, and it asked Risk Management for assistance.

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Upon analyzing student intern loss data, the value to be gained by students' interest in public health as a career, and the additional risk to King County from eliminating the indemnity protections, everyone agreed to take on the risk in pursuit of value.

Under King County's historic view of risk, which only considered the downside aspects, risk optimization would not have resonated with County leaders. Ms. Hills' success with ERM gave King County the tools to apply risk management principles to take risks in the pursuit of uncertain opportunities to increase enterprise value.

Jennifer Hills is the Director of Risk Management Services for King County, Washington. She may be contacted at Jennifer.Hills@kingcounty.gov.



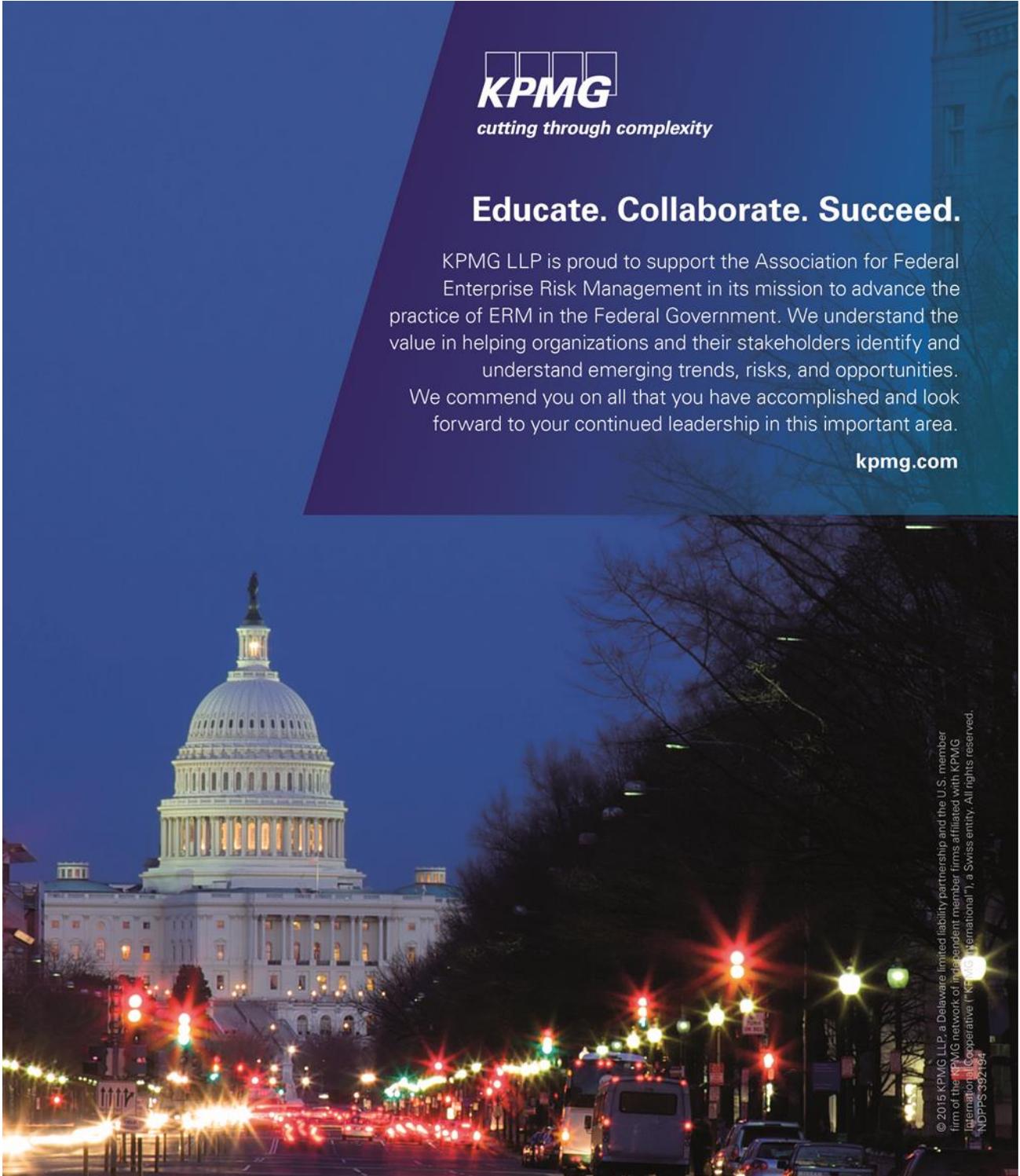
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Educate. Collaborate. Succeed.

KPMG LLP is proud to support the Association for Federal Enterprise Risk Management in its mission to advance the practice of ERM in the Federal Government. We understand the value in helping organizations and their stakeholders identify and understand emerging trends, risks, and opportunities. We commend you on all that you have accomplished and look forward to your continued leadership in this important area.

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ERM News

Staying Current on ERM News with AFERM's Newsfeed

Following are headlines of just some of the many news articles identified by AFERM as relevant to federal ERM this past quarter on our ERM News page:

- Business and Employee Safety During Crisis Explored at RIMS 2018
- Risk Management of Technology Risks Lagging, Survey Finds
- The Risks of High-Tech Trash
- A User's Guide to Data Breach Insurance Coverage
- Technology Assessment: Artificial Intelligence: Emerging Opportunities, Challenges, and Implications
- USDA's Sheridan: Cloud Is the Way Out of Infrastructure 'Death Spiral'
- Integrating & Analyzing Data in Government—the Key to 21st Century Security: Observations from Brussels
- Robotic Process Automation for Risk and Compliance
- Will Bitcoin Turn Business on Its Head?
- Environment, Cyber Risk Top World Economic Forum Risk Predictions
- Global Fraud Incidents on the Rise
- How Can Agencies Effectively Implement Artificial Intelligence?
- Amtrak Positive About Meeting Positive Train Control (PTC) Deadline
- Developing a Cyberattack Response Plan
- Critical Infrastructure Protection: Additional Actions Are Essential for Assessing Cybersecurity Framework Adoption

To view the newsfeed, visit "Resources" on the AFERM website and choose "Newsfeed" or use the following link: <https://www.aferm.org/erm-newsfeed/>. The "Resources" page provides multiple ways to sort the large library of content by audience, content type, and resource or choose "View All Resources" to scroll the full library.

Your feedback and suggestions on the AFERM Newsfeed is welcome and may be submitted at AFERM.Webmaster@gmail.com.

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April 10-12, 2018	MODULE II The Tools and Techniques of ERM
May 1-3, 2018	MODULE III ERM Implementation and Organizational Change Management
Final Exam	Scheduled individually

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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.

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To find out more, contact Werner Lippuner at +1 202 327 8389 or werner.lippuner@ey.com or Daniella Datskovska at +1 703 747 0172 or daniella.datskovska@ey.com

AFERM's Ask the Experts

ERM Resources for Federal Practitioners

AFERM recently deployed a resource accessible via the AFERM website – “Ask the Experts.” This blog provides ERM practitioners access to ERM experts and facilitates the exchange of ideas.

Here are some recent questions and answered:

- I have yet to hear of anyone's risk profile, including my own, that includes opportunities, even though A-123 requires risk profiles to include opportunities. Why is that?
- Considering the current market for Federal ERM professionals, would it be highly unlikely to find a 10 year professional within a salary range of \$95K – \$105K?
- After compiling the risk register, how do you score the risk? How do you score the claimed effectiveness of mitigation?
- How many small and large Federal agencies have ERM programs?
- Do you know of a repository for risk management specialist position descriptions?
- I am drafting a risk assessment report and want to understand whether exclusion of current risk reports should be excluded. Am I just identifying issues, or also giving credit for planned or in process work?
- What thoughts do you have on rationalizing and aligning the concepts and terminology of the internal control community with the risk management community?
- Is ERM only applicable at the Departmental level?
- Office, Bureau, or Agency-wide ERM implementation. Which is best?

Join the ERM discussion at AFERM's Ask the Experts blog - www.aferm.org/ask-the-expert/.

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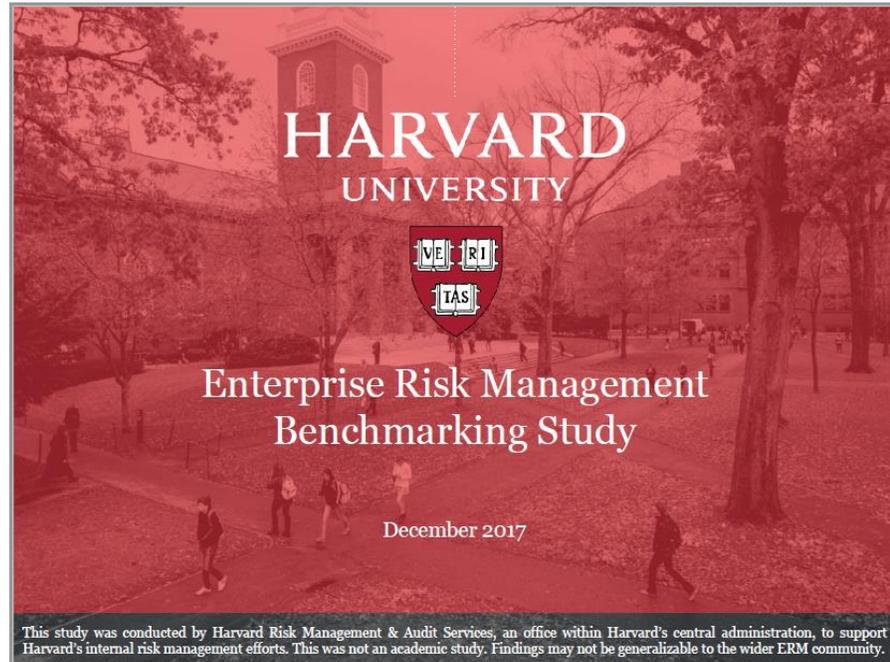
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Thought Leadership

Harvard University's ERM Benchmarking Study

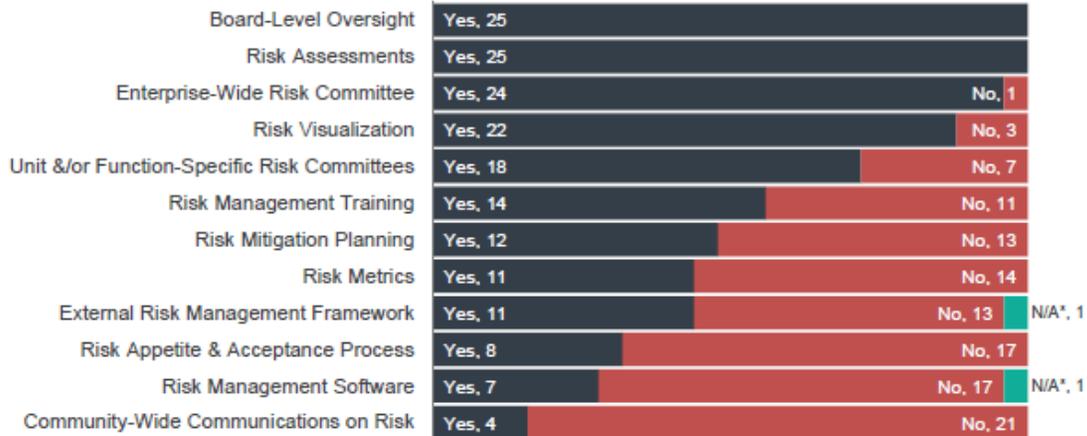
Harvard University's Management and Audit Services, an office within the school's central administration, conducted a study with 25 entities participating. Besides Harvard University, 12 other higher education institutions participated in the benchmarking study, as well as six government entities, to include King County, Washington, five businesses, and one non-higher education nonprofit. Organizations agreed to provide information on their risk management programs with the understanding that any information directly attributed to their organizations would only be shared with Harvard's risk management leadership. Two of the organizations requested to remain anonymous. This report contains only aggregated, de-identified information.

The following chart lists some of the components interviewees cited as being part of their organizations' ERM programs. Organizations that responded 'yes' to having a component as part of their ERM program are indicated with dark blue bars and those who responded 'no' are indicated in red. The components are listed in descending order based on the number of organizations that have/conduct each component (e.g., all organizations in the study have board-level ERM program oversight; 18 of the organizations have unit and/or function-specific risk committees).



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Does your organization's risk management program have/conduct...?



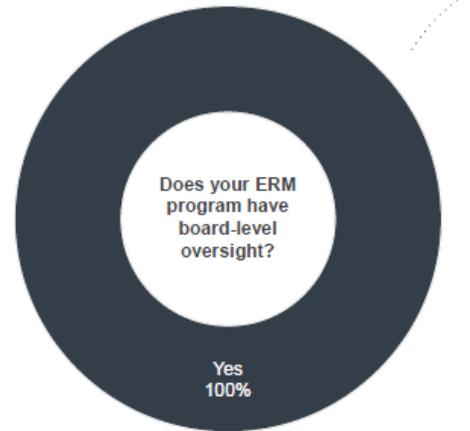
* Interviewee was not in a role that would know if their organization had this component.

Board-level Oversight of ERM Programs

All organizations in the study have board-level oversight of their ERM programs. Most ERM programs report to their board's audit or compliance committee. Higher education, government, and business and nonprofit organizations participating in the survey all responded affirmative as having board-level oversight of their ERM programs.

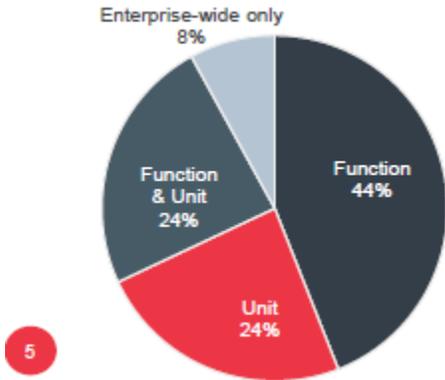
Risk Assessments

All organizations in the study conduct risk assessments. The frequency of enterprise-wide assessments ranges from annually to approximately every five years. Most organizations conduct assessments by function (e.g., sponsored research) through cross-unit workgroups/committees; and the vast majority of organizations assess their risks based on likelihood and impact.

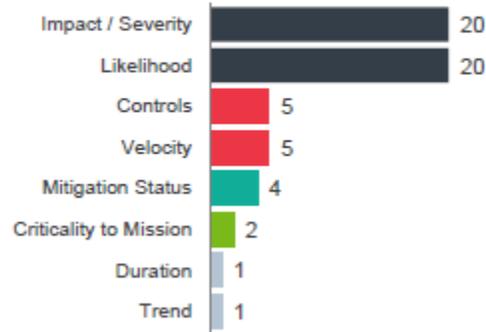


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Are assessments conducted by unit or function?

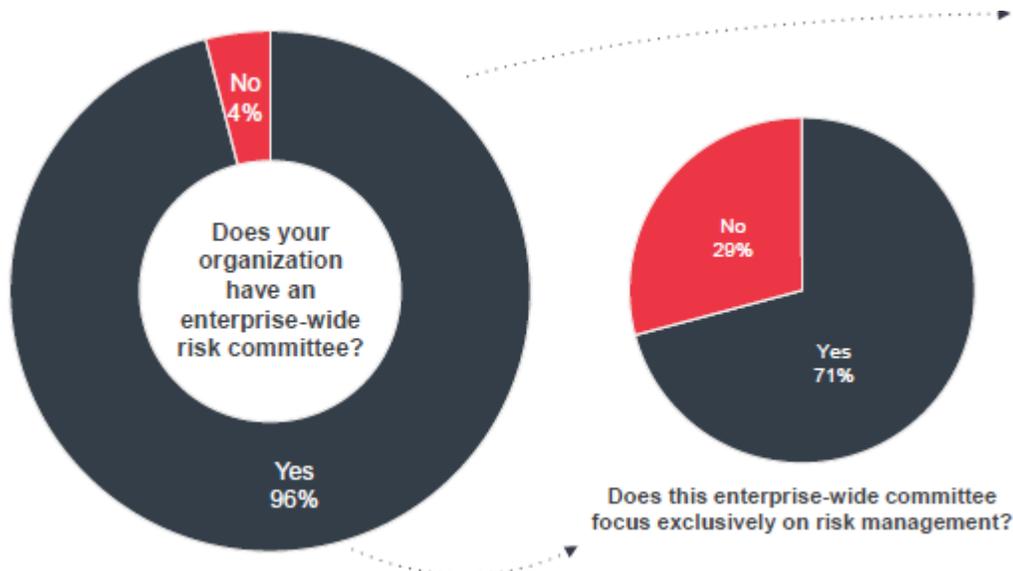


What criteria do you use to assess risk?



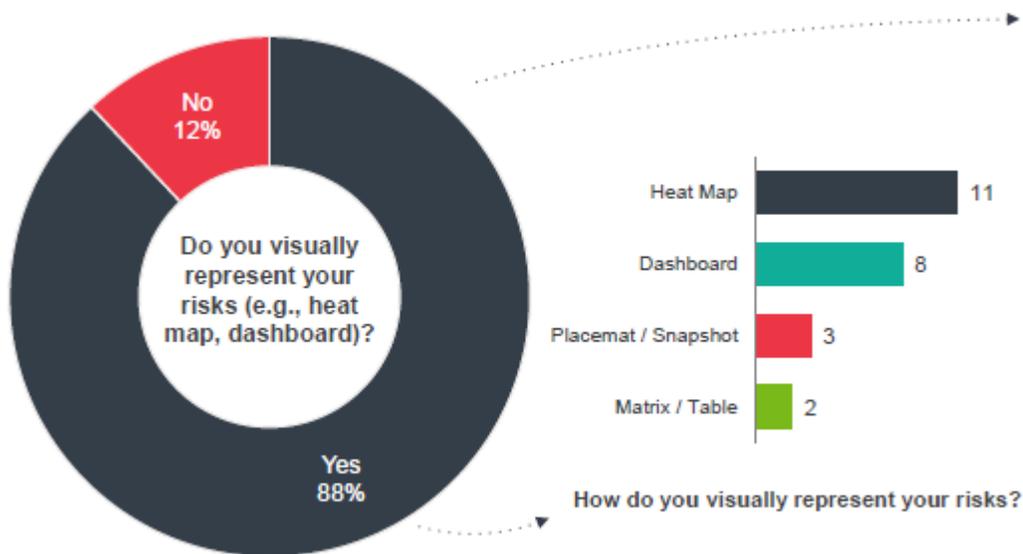
Enterprise-wide Risk Committee

All organizations in the study except one have an enterprise-wide risk management committee. Most organizations have committees that focus exclusively on risk management issues. A smaller number of organizations incorporate risk management topics into other enterprise-wide committees (e.g., president/CEO's direct reports group). The most often cited frequency for risk management committee meetings was quarterly.



Risk Visualization

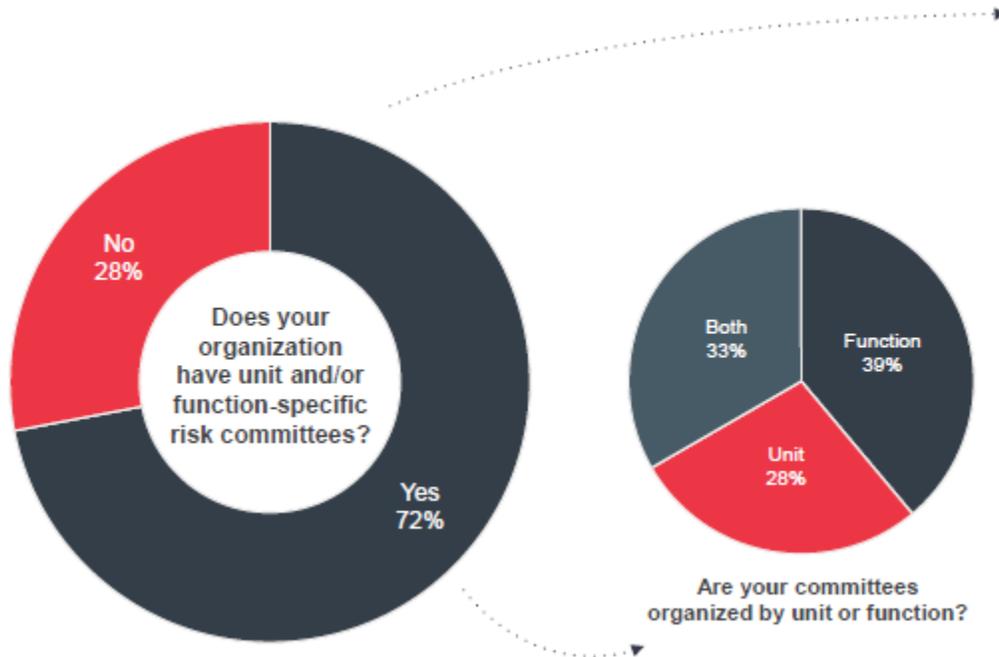
The majority of organizations in the study visually represent their risks. Of those that do, most display their risks on a heat map or dashboard. There may be a trend away from heat maps toward dashboards as some organizations, including those currently using heat maps and those that moved from heat maps to dashboards, questioned the effectiveness of heat maps in their interviews.



Unit and Function-specific Risk Committees

A significant majority of organizations in the study have risk management-related committees at the unit and/or function level, with a relatively even split between committees organized by unit (e.g., school risk committee) or by function (e.g., cybersecurity risk committee).

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Risk Management Training

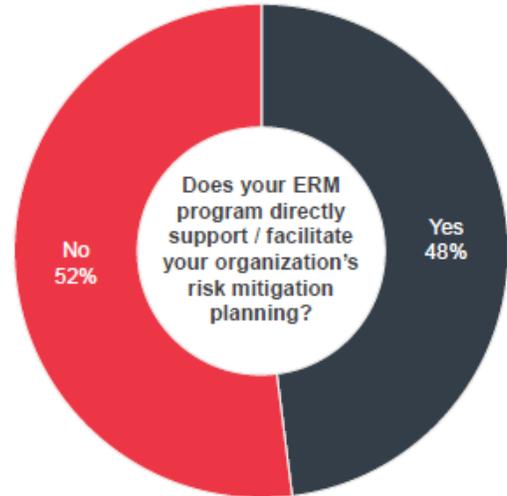
Slightly more organizations in the study conduct risk management training than do not. This refers to training specifically focused on risk management (e.g., how to conduct a risk assessment), not training for specific risk areas (e.g., lab safety). Almost all organizations that conduct risk management training only do so at an introductory/overview level.



Risk Mitigation Planning Facilitation and Support

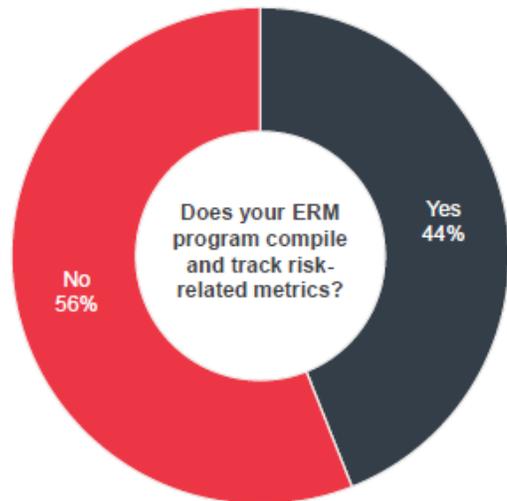
About half of the organizations' risk mitigation planning efforts are directly supported / facilitated by their ERM programs. While all organizations in the study conduct risk mitigation, their ERM programs are not always involved in mitigation planning. Those ERM programs that are involved typically facilitate mitigation planning within risk committees, through workshops, and/or by providing risk owners with mitigation planning guidance and resources (e.g., plan templates).

ERM programs that are not directly involved in mitigation planning may play an accountability role by asking risk owners to report their mitigation plans/actions. These organizations fall into the 'no' category for this study question.



Risk Metrics

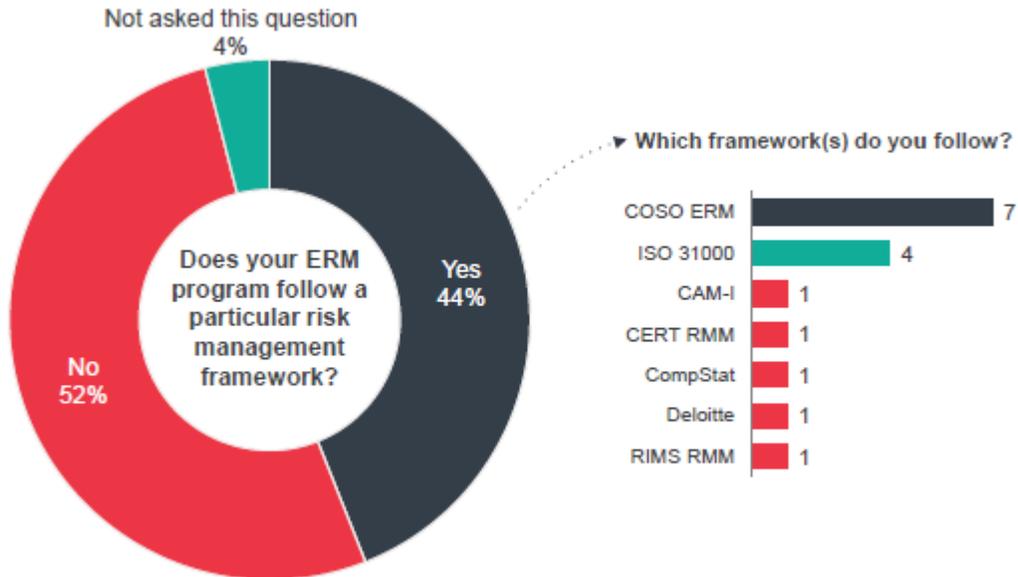
The vast majority of higher education institutions interviewed do not compile or track risk-related metrics as part of their ERM programs but the majority of businesses and government entities in the study do. The ERM programs that use metrics typically track key performance indicators (KPI) or key risk indicators (KRI).



Risk Management Framework

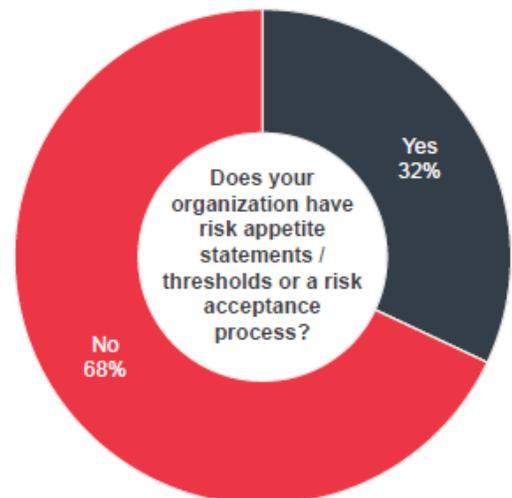
A majority of organizations in the study do not follow an externally-developed risk management framework/standard/model. Of those that do, COSO ERM and ISO 31000 Risk Management were the frameworks most cited. Of the organizations that referenced using COSO ERM, six of the seven said they only loosely or partially implement the framework. Other frameworks referenced include CAM-I Risk & Value Management, CERT Resilience Management Model, CompStat, Deloitte Risk Intelligence, and RIMS Risk Maturity Model.

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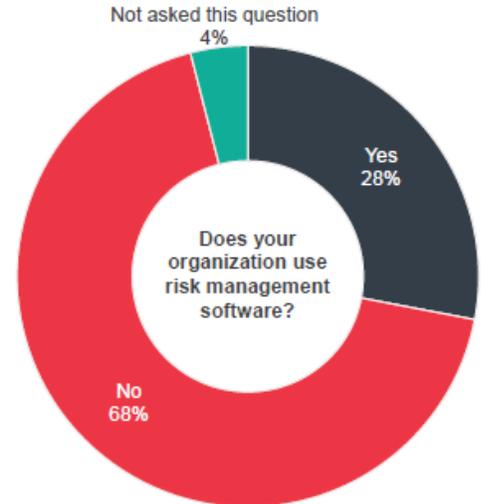
Risk Appetite and Acceptance

A significant number of organizations in the study, including the vast majority of higher education institutions, do not have risk appetite statements/thresholds or a risk acceptance process. Risk appetite is the amount and type of risk an organization is willing to take. Appetite can be conveyed as written statements or quantitative thresholds. Risk acceptance is the formal decision-making process by which organizations choose to either accept or adjust their current level and types of risk.



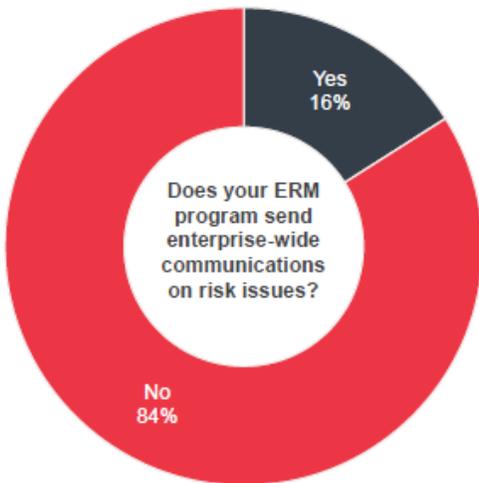
Risk Management Software

A significant number of organizations in the study, including the vast majority of higher education institutions, do not use risk management software. Of those that do, three use internally-developed systems. Third-party software used by organizations in the study include LogicManager and RSA Archer.



Community Communications on Risk

The vast majority of organizations' ERM programs do not send risk-focused communications to their broader communities. Those that do typically send newsletters highlighting many different areas of risk (e.g., international travel, information security, compliance issues, emerging risks).



Questions about the study should be directed to **Michael Monaghan**, Director, Risk Management & Audit Services, michael_monaghan@harvard.edu, and **Nick Hambridge**, Associate Director, Risk & Compliance Services, nick_hambridge@harvard.edu.

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AFERM's Small Agency Community of Practice

Supporting Small Agencies' ERM Pursuits

The AFERM Small Agency Community of Practice (SACoP) engages Federal ERM professionals who serve small Federal agencies. Small agencies are defined by the "Small Agency Council" (see <https://sac.gov/about/members.htm> for guidance).

Upcoming activities for the AFERM SACoP include the following:

- ERM Performance Monitoring, May 9, 2018
- ERM and Fraud Risks, July 11, 2018

For more information on the SACoP, please reach out to **Valerie Lubrano** at AFERM.SACoP@gmail.com.

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AFERM Surveys

Keeping a Pulse on Federal ERM Perspectives

Nine in 10 members (90%) responding to a recent AFERM survey indicate the development of a risk profile substantively increases awareness for and discussion of risks within their agencies. The Office of Management and Budget (OMB), Circular A-123, "Management's Responsibility for Enterprise Risk Management and Internal Control," required development of the Risk Profile starting in fiscal year 2017. Impact of that requirement is now being positively felt across the federal government. Previously, OMB had only encouraged ERM integration within an agency's strategic planning cycle and annual performance planning.

"While ERM programs continue to emerge and grow across the Federal government, it is clear ERM is helping drive organizational performance and decision-making," said Peggy Sherry, AFERM President. "These insights from our ERM professional members help reinforce the importance of a well-funded, highly-functional ERM program." One AFERM member responding to the survey noted, "The development of a risk profile has benefited the awareness of risks that have [driven] discussions with leadership regarding people, processes, technology, and use of resources. It also [has increased] cross-functional collaboration." Another member added, "Recurring discussions regarding the Risk Profile have generated more substantive debate on actions that can be taken to prevent, avoid or otherwise mitigate the manifestation of the identified risks. Discussions have also honed in on the cause-effect of risk, with greater attention being placed on risk sourcing."

Additional details pertaining to AFERM's survey and related comments can be found on the AFERM website at www.aferm.org/about/surveys/.

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AFERM Membership

Membership Provides Access to Valuable Resources

As of April 2018, there are 565 ERM professionals who are members of AFERM. There are 15 corporate sponsors of AFERM who support AFERM. For a list of our corporate sponsors, see page 28.

AFERM serves the Federal government and the public through sponsoring efforts for full and fair accountability for managing risk in achieving organizational objectives. AFERM maintains a forum for discussion of the Federal risk management profession, sponsoring educational and training programs, encouraging professional development, influencing risk management policies and practices, and serving as an advocate for the profession.

Benefits of AFERM membership include the following:

- Education, training, and knowledge
- Insights on emerging trends, tools, and techniques
- Career advancement and networking opportunities
- Direct access to risk management professionals in the public and private sectors
- Annual Federal ERM Summit for advancing industry best practices

To join AFERM, please use the following link: <https://www.aferm.org/membership/>.

The chair of the AFERM Membership Committee is **Yehuda Schmidt** of Cotton & Company at AFERM.membership@gmail.com.

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Request for Your Success Stories

Communicating the Value of ERM

We'd like to hear from you on your experiences in leading or supporting risk management efforts, please send a short description to the AFERM Communications team. We hope to accumulate a series of vignettes that will support continued interest in the benefits of ERM throughout the Federal government.

Please send your success stories to the AFERM Communications Committee at AFERM.Communications@gmail.com. The Committee is led by **Shelly Turner** of PwC with **Morgan Fuentes** and **Andrew Glover** of PwC.

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2018 AFERM Officers and Committees

Leadership of AFERM

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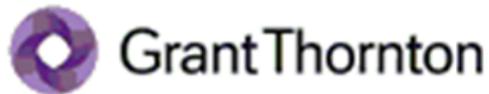
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