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IRMAPA
Ikatan Ahli Manajemen Risiko Indonesia



LSP MKS

Standarisasi Kompetensi Manajemen Risiko Berbasis SNI ISO 31000

Untuk membangun budaya risiko organisasi yang kuat

Webminar | 2 Juni 2020



Sangkalan

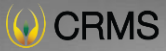


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Presentasi ini dibuat dan disajikan oleh penulis dalam webinar “Membangun Budaya Sadar Risiko” tanggal 2 Juni 2020. Penggunaan sebagian dan atau seluruh materi presentasi ini untuk keperluan selain peruntukan sebagaimana yang disampaikan di atas tidak diperkenankan tanpa ijin dari penulis.

Sekilas Penulis



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Charles R. Vorst, M.M., CERG, CCGO, CGOP, ERMCP, QCRO, QRGP

Anggota Komite Teknis 03-10 Badan Standardisasi Nasional (BSN) Tata Kelola, Manajemen Risiko, dan Kepatuhan

Daftar Isi

- Membangun Budaya Risiko
- Standarisasi Kompetensi Manajemen Risiko



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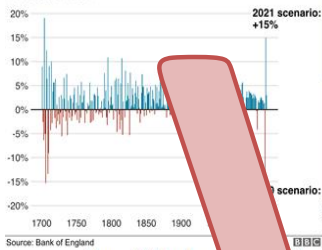


Membangun Budaya Risiko

Pentingnya Budaya Risiko



UK facing sharpest downturn since 1706
Historical UK GDP



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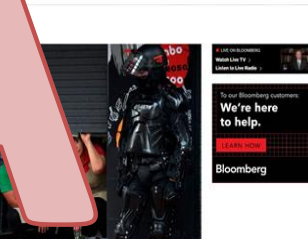
Kemendagri Akui Kerap Ada Distorsi Kebijakan Pusat-Daerah Terkait Penanganan COVID-19



Berat, Sri Mulyani Proyeksi Pertumbuhan Ekonomi RI Bisa -0,4%

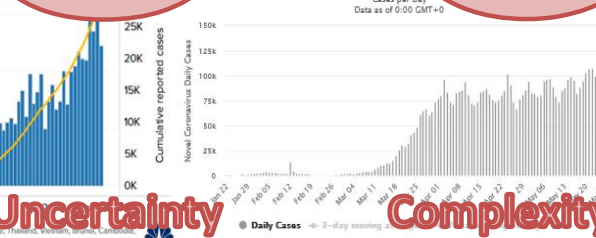


Economic Will Lead to Social Unrest

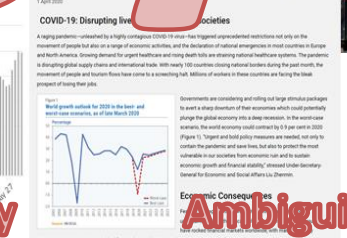


Two-Thirds of Business Economists See Recession

Coronavirus outbreak in Southeast Asia



World Economic Situation April 2020 Briefing, No. 136



Volatility

Uncertainty

Complexity

Ambiguity

Pentingnya Budaya Risiko



Risk-Based Strategies

Disruption is the name of the game in today's business environment. Not reshaping what business...

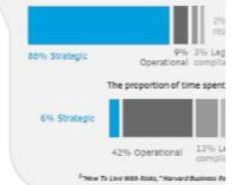
Transforming Risk into Value

5 critical questions to help transform risk into value



Risk-Based Performance Indicators: Results (NUREG-1753)

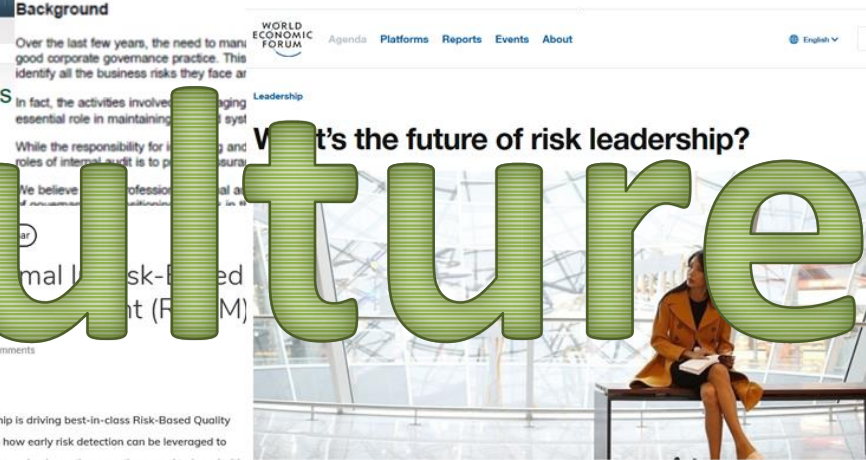
Organizations have traditional risk management systems that focus on identifying and controlling risks that can result in a loss of performance. However, the COVID-19 pandemic has highlighted the need for a more strategic approach to risk management. This report, NUREG-1753, provides a framework for developing risk-based performance indicators (RBPIs) that can be used to monitor and improve organizational performance. The report is organized into three main sections: Introduction, RBPIs, and Conclusion. The RBPIs section is further divided into three sub-sections: RBPIs for Strategic Risk, RBPIs for Operational Risk, and RBPIs for Compliance Risk. The report concludes that RBPIs are a valuable tool for organizations to manage risk and improve performance.



Join our next webinar to learn first-hand how the CluePoints and Parexel partnership is driving best-in-class Risk-Based Quality Management Strategies to support clinical development. This session will focus on how early risk detection can be leveraged to detect issues across your trial and ensure operational excellence. As the COVID-19 pandemic continues, actions need to be prioritized to combat the disruption to both new and in-flight trials. We believe the challenge of identifying and actioning these critical issues in a timely manner will be the catalyst in driving the adoption of central/remote monitoring for all trials from this point on. We will share best practices for rapid use today and future adoption as we enter a new normal.

Risk based internal auditing

Chartered Institute of Internal Auditors





Budaya Risiko

Definisi BUDAYA

“pattern of beliefs, values and learned ways of coping with experience that have developed during the course of an organization's history, and which tend to be manifested in its material arrangements and in the behaviors of its members”¹

“values, beliefs, knowledge and understanding, shared by a group of people with a common purpose”²

Definisi BUDAYA RISIKO

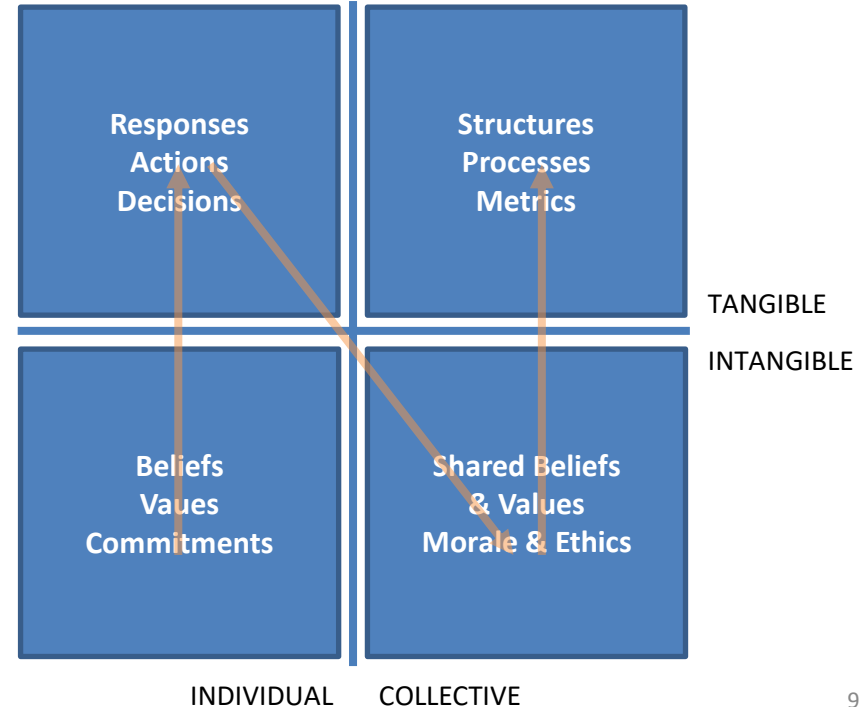
*“the way an organization - regardless of location in the world, industry, or legal structure i.e. public, private, not-for-profit - demonstrates **through its actions and accepted behaviors its shared beliefs, values, and understanding of how it regards and manages risk in the course of achieving its business objectives.**”*

“Risk culture is a sub-set or complement to organizational culture.”



Membangun Budaya Risiko

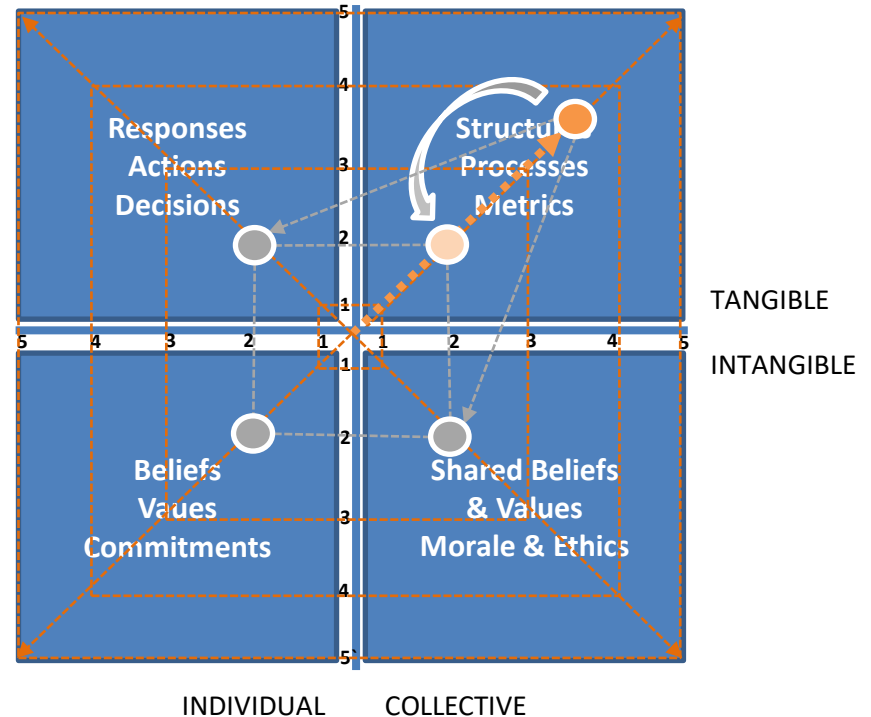
Model pendekatan integral dalam membangun budaya (RISIKO) organisasi



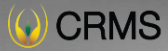


Membangun Budaya Risiko

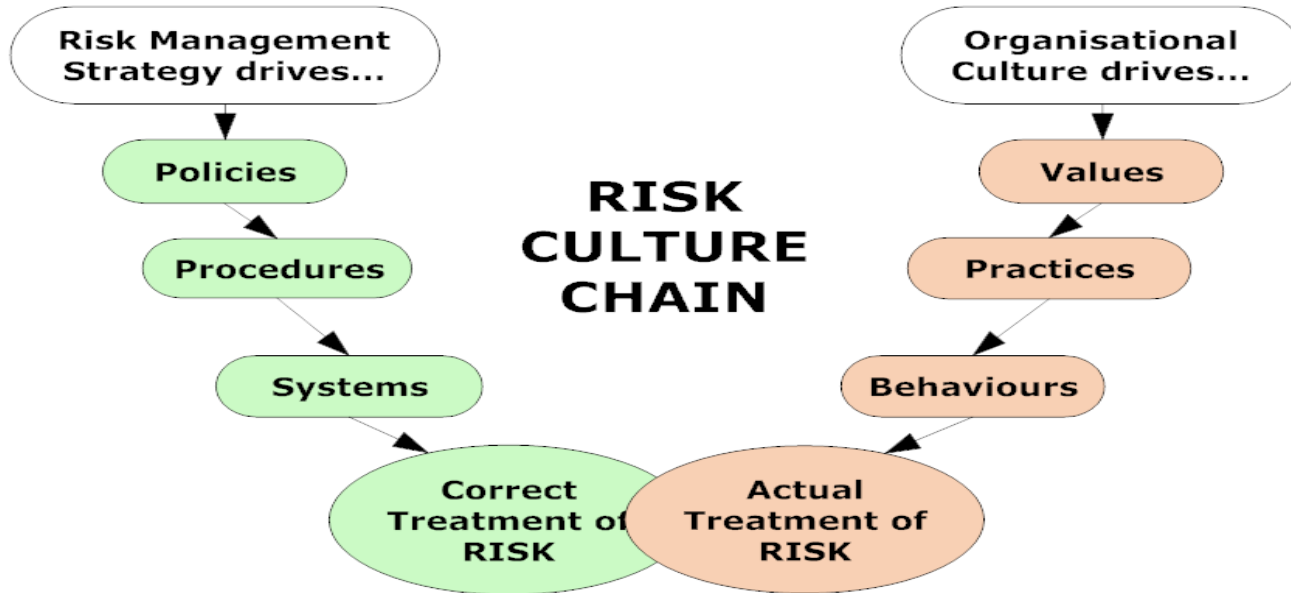
4 Kuadran memiliki
“gaya tarik-menarik”
satu dengan yang lain



Membangun Budaya Risiko

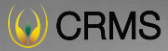


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Danger! If Culture is not fully aligned with Risk Strategy, Culture wins - you lose.

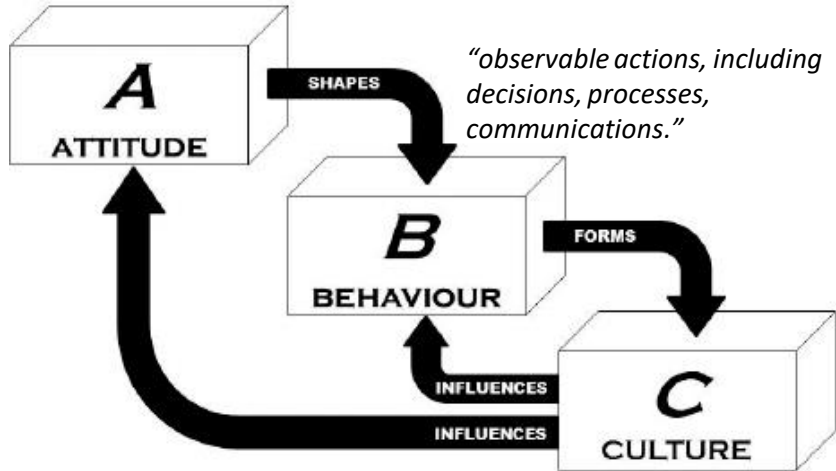
Membangun Budaya Risiko



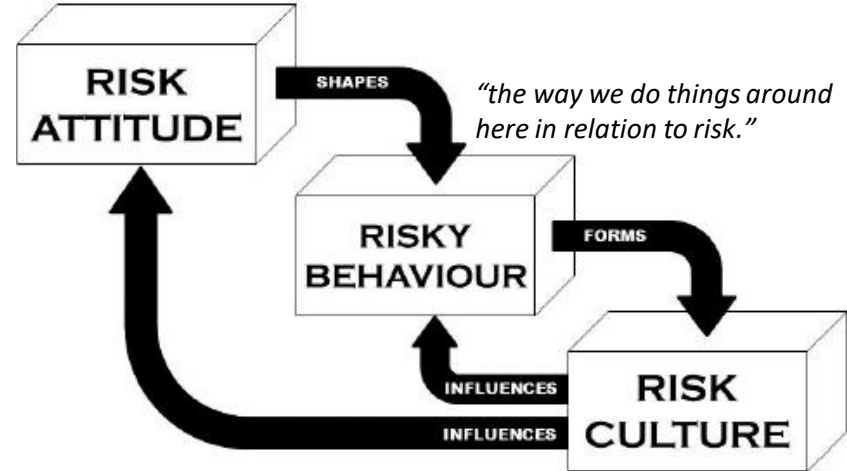
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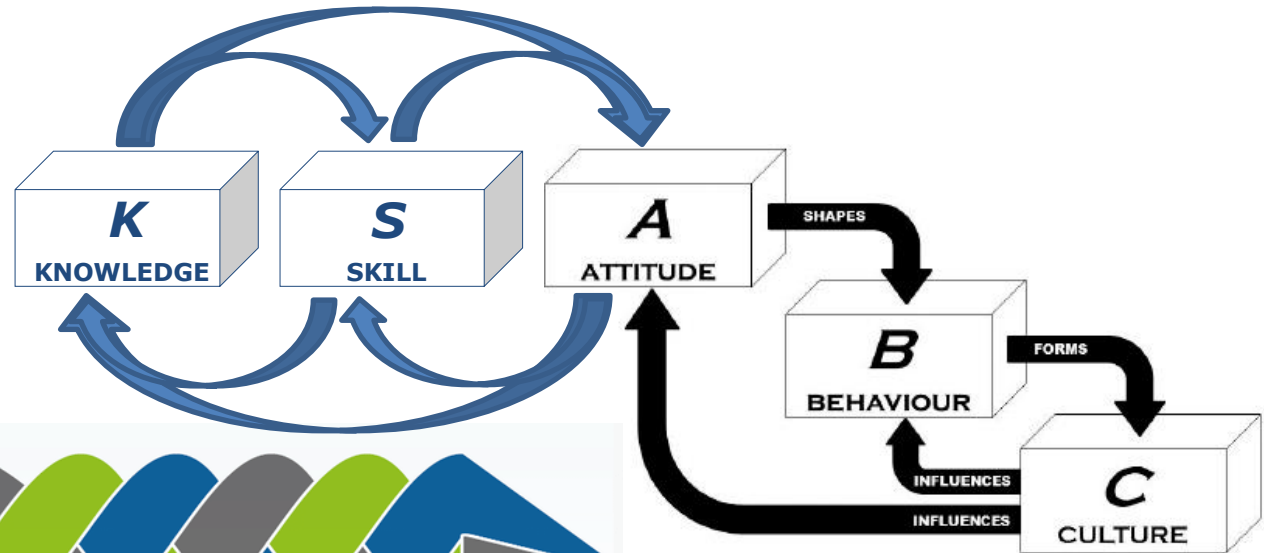
“the chosen position adopted by an individual or group in relation to a given situation, influenced by perception.”



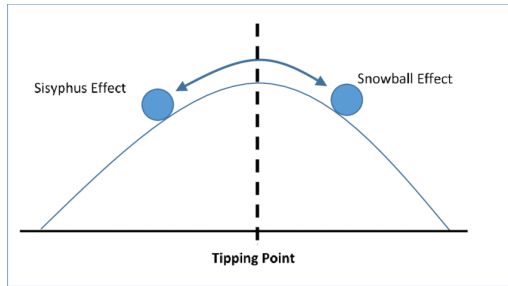
“the chosen position adopted by an individual or group towards risk, influenced by risk perception.”



Membangun Budaya Risiko

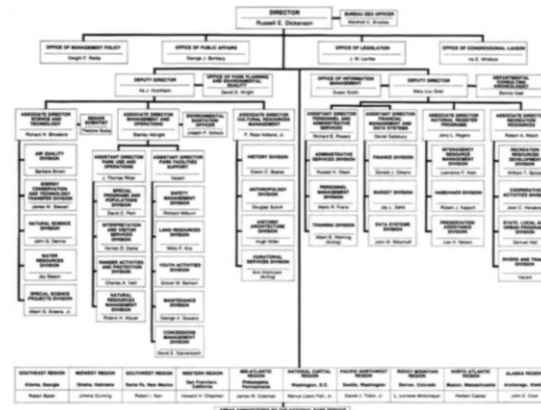
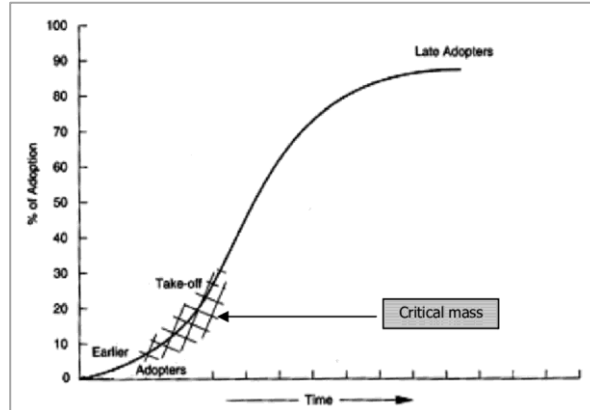
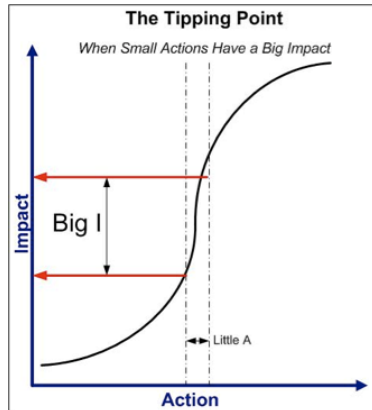


Membangun Budaya Risiko



“For a critical mass to be reached, you typically need between 5% and 25% of the population. The point where critical mass is achieved is often called the 'tipping point’.”¹

“The magic number, the tipping point, turned out to be 25 percent.”²





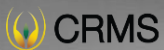
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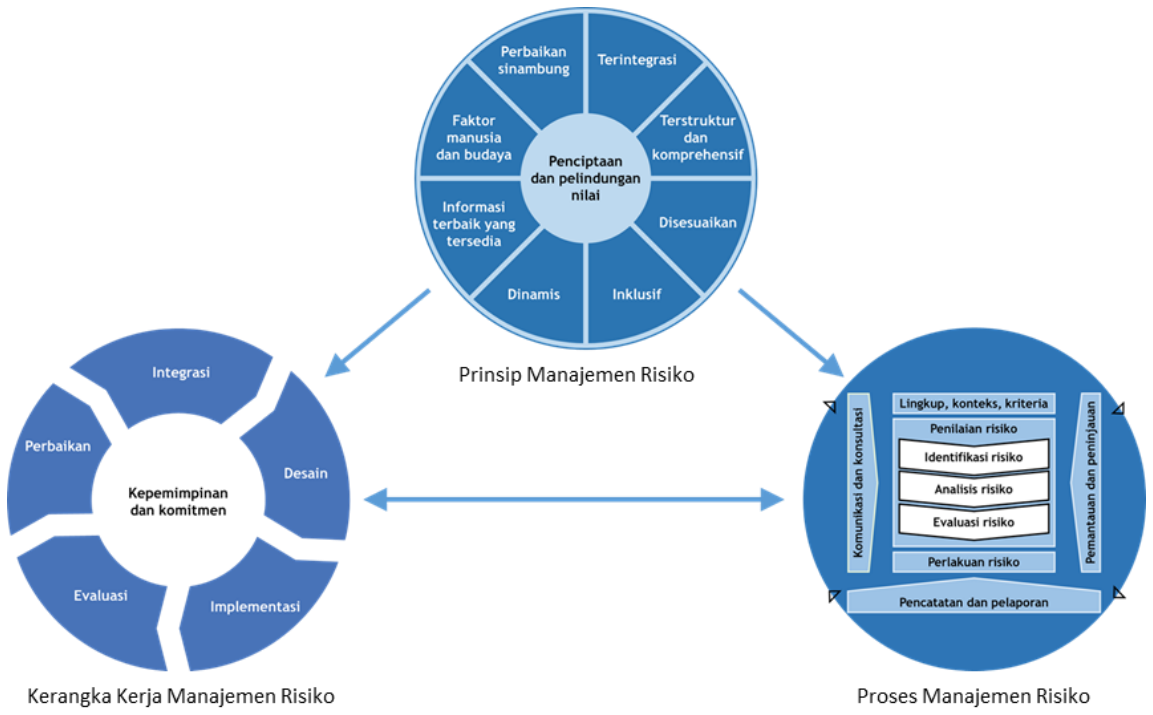
Standarisasi Kompetensi Manajemen Risiko

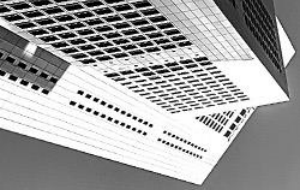
[SNI 8849:2019]

Manajemen Risiko Berbasis SNI ISO 31000:2018



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Standarisasi Kompetensi Manajemen Risiko



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SNI 8849:2019

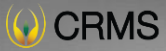
Manajemen risiko —
Kompetensi sumber daya manusia
dalam implementasi SNI ISO 31000

ICS 03.100.01



SNI 8849:2019
Manajemen Risiko – Kompetensi SDM
dalam Implementasi SNI ISO 31000

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SNI
Standar Nasional Indonesia

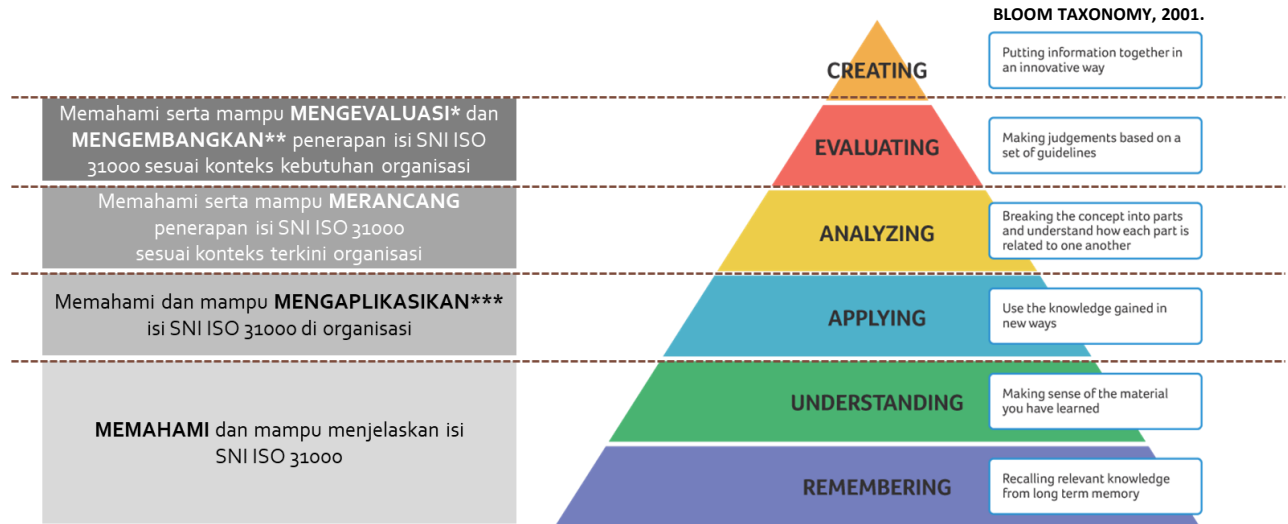
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**Manajemen risiko —
Kompetensi sumber daya manusia
dalam implementasi SNI ISO 31000**

ICS 03.100.01

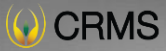


BADAN
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*atau meninjau, **dapat juga berarti "merumuskan usulan pengembangan", ***berikut dengan "mengkoordinasikan" bagi para pejabat pimpinan.

Standarisasi Kompetensi Manajemen Risiko



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SNI

Standar Nasional Indonesia

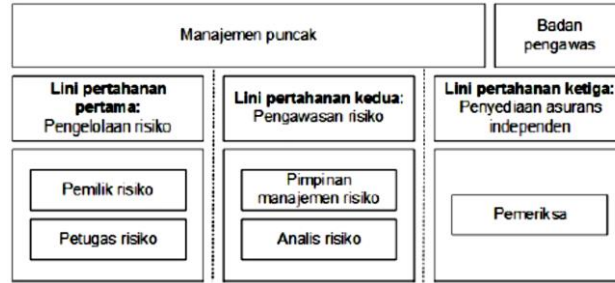
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**Manajemen risiko —
Kompetensi sumber daya manusia
dalam implementasi SNI ISO 31000**

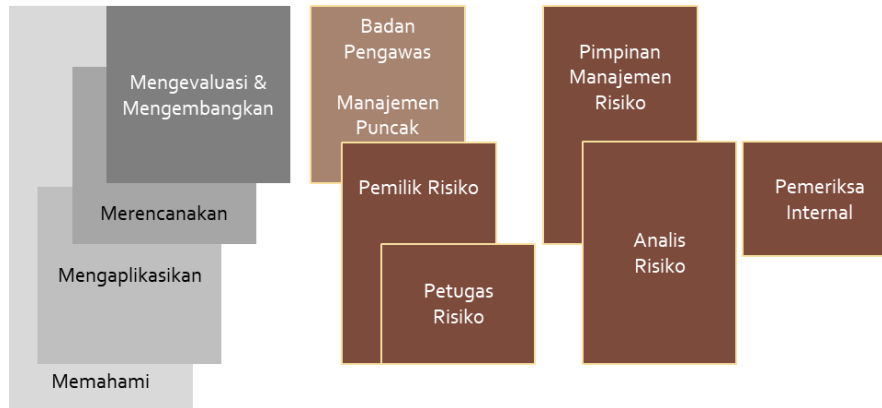
ICS 03.100.01



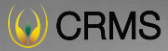
BADAN STANDARISASI NASIONAL



3 LINES OF DEFENSE MODEL



Standarisasi Kompetensi Manajemen Risiko



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SNI
Standar Nasional Indonesia

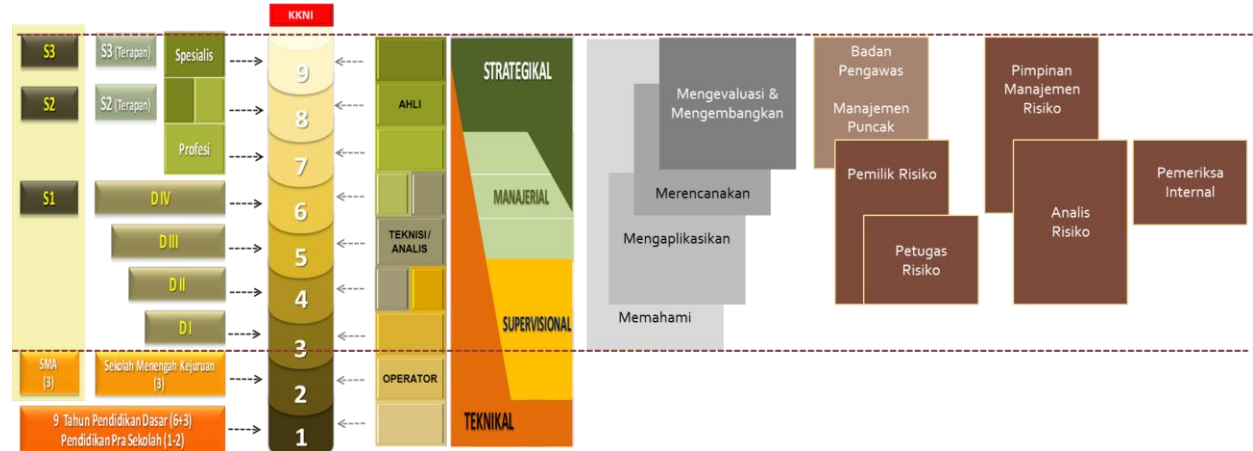
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Manajemen risiko —
Kompetensi sumber daya manusia
dalam implementasi SNI ISO 31000

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Pendefinisian “pengetahuan” [*knowledge*] SDM dalam implementasi SNI ISO 31000

SNI 8849:2019

4.2 Pengetahuan, keterampilan, dan sikap SDM organisasi untuk menerapkan SNI ISO 31000

4.2.1 Pengetahuan

Dalam menerapkan SNI ISO 31000, SDM organisasi memerlukan pengetahuan sebagai berikut:

- (1) memahami isi SNI ISO 31000;
- (2) memahami organisasi dan konteksnya, internal dan eksternal;
- (3) memahami peran, fungsi, tugas pokok dan jabatan masing-masing dalam organisasi;
- (4) memahami strategi dan tujuan organisasi serta proses bisnis.



Pemetaan "keterampilan" [skill] SDM dalam implementasi SNI ISO 31000

SNI ISO 31000 Keterampilan	Prinsip	Kerangka Kerja	Proses
Mengaplikasikan	Mengamalkan prinsip manajemen risiko dalam praktik pengelolaan risiko.	Menerapkan komponen kerangka kerja manajemen risiko praktik manajemen risiko	Melaksanakan proses manajemen
Mengkoordinasikan	Memimpin, bertanggung jawab		



Pendefinisian “sikap” [*attitude*] SDM dalam implementasi SNI ISO 31000

Sikap	Definisi	Deskripsi
(1) Integritas	Konsisten berperilaku selaras dengan nilai, norma dan/atau etika organisasi, dan jujur dalam hubungan dengan manajemen, rekan kerja, bawahan langsung, dan pemangku kepentingan, menciptakan budaya etika tinggi, bertanggung jawab atas tindakan atau beserta	(1) Mampu bertindak sesuai nilai, norma, etika organisasi dalam kapasitas pribadi (2) Mampu mengingatkan, mengajak rekan kerja untuk bertindak sesuai norma,



SNI ISO 31000:2018

Apa yang SNI ISO 31000 katakan tentang budaya risiko:

*“Prinsip faktor manusia dan budaya: Perilaku dan budaya manusia **secara signifikan memengaruhi semua aspek manajemen risiko pada semua tingkat dan tahap**”*



SNI ISO 31000:2018

*“Penegasan komitmen manajemen risiko (dari manajemen puncak & badan pengawas) dalam desain kerangka kerja manajemen risiko: penguatan kebutuhan untuk **mengintegrasikan manajemen risiko ke dalam keseluruhan budaya organisasi**”*



SNI ISO 31000:2018

“Manajemen puncak dan badan pengawas, sesuai penerapan, sebaiknya memastikan alokasi sumber daya manajemen risiko yang memadai, yang dapat termasuk, tetapi tidak terbatas pada:

- **orang, keterampilan, pengalaman, dan kompetensi**
- dll ...”



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Selanjutnya ...

Selanjutnya ...

“Peran Kompetensi Manajemen Risiko dalam Mendukung Pemulihan Perekonomian Indonesia”

Webminar BSN & IRMAPA | 16 Juni 2020



Ir. Bobby Hamzar Rafinus, MIA, CGOP
Staf Ahli Kementerian Koordinator Bidang Perekonomian RI

Selanjutnya ...



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“Structured Approach & Methodology of Organizational Risk Culture”

Webminar SB-IPB & IRMAPA | 28 Juli 2020



Ketut S. Narayana

Associate Director & Principal Consultant PT Daya Dimensi Indonesia



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Terima kasih