Resilience and Risk Management

Delivered to

Department of Public Enterprise

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Conducted By

PUBLIC AFFAIRS FOUNDATION
Partnership for Better Governance

Contents

Introduction

Taking and managing risk is part of what organisations must do to create value. As per research and findings, every second organisation or establishment was struck at least once and more frequently by a severe risk event. Such events or incidents are thus a reality that management must deal with rather than an unlikely "tail event". Assessment and management of risks are the best way to prepare for eventualities that may come in the way of progress and growth.

Many organisations are not fully aware of the major risks their organisations faced or might face and focus relatively on simple performance metrics such as net income, earnings, etc. Risk-adjusted performance seldom figures in the senior management's targets. Risk management is an important process because it empowers an organisation or establishment with the necessary tools to adequately identify and deal with potential risks.

Developing Resilience helps in addressing the root causes of crises while strengthening the capacities and resources in order to cope with risks, stresses, and shocks. It ensures that efforts are strengthened to proactively deal with any kind of crisis. Investment in risk management and resilience today means protection and cost avoidance in the future.

Objectives of the Training

The specific objectives of the training workshop explored the concept of Resilience during Uncertainty and Risk Management, its importance in today's context, and behaviours that are conducive for practicing Risk Management and Resilience.

- Enhanced the participant's understanding of Resilience during Uncertainty and Risk Management
- Enabled their ability to identify and quantify Risks
- Enhanced their understanding of Resilience
- Steps to practice Resilience in the context of their role/job.
- Provided Tools, Techniques, and Templates that can be leveraged to integrate the practices in their area of work.

Structure of the Programme and Methodology

The program was logically and sequentially structured to enhance the participant's understanding of Risk Management and Resilience while sparking their minds as they traversed through the journey to seek the right answers for various challenges faced in their environment. It helped them understand the "WHY" and stimulated their ambition and desire to find out more about the topic and integrate some of the learnings within their environment.

An experiential learning methodology was leveraged that helped in bridging the gap between theory and practice – which included case studies, videos, group activities, and discussions. This methodology of "learning by doing,' helped the

participants get a first-hand experience of applying what has been taught in the session. This plays a crucial role in retaining concepts and ideas.

Participants

Participants of the program were senior cadre officers from various government offices (District Collectors, AEEs, DGMs, Sr. Managements, RO, IT Consults, Accounts Officers & Agriculture Officers) from departments MCA, KCDC, KAVIKA, KSIC, KSDL, KPTCL, KMDC, KSTDC, KSMCL, and MEI etc. For a detailed list of the program participants, please refer the Annexure 1 at the end of the report.

Senior officials participated enthusiastically, sharing experiences, contributing to the learning outcomes of the sessions. Their value addition, w.r.t to sharing of experiences, questions, and responses to the queries posted by the trainers added great value to the program.

Participants took notes and captured some of the process models for application in their respective areas of work. It is hoped that, on returning to their respective work environments, they can influence the processes for Risk Management and Resilience. They could therefore influence essential reforms in the management of risk reduction.

Activities – Group and Individual

Group Discussion (Day 1) – Namma Metro project

After understanding the Risk Management, Types of risks, and understanding how to identify risks and hazards, the participants were divided into two groups to apply the learning through a case study discussion in groups. A video that summarizes the Namma Metro project and basic information about the project was shared on a slide and they were requested to discuss the construction and operational risks and identify the top five risks each in the construction and operation phases of our Namma Metro project. The time allotted for each group was 20 minutes, post which one member of the group will represent the group to present their discussion points to the larger audience.

Individual Activity (Day 2) – Bengaluru Smart City Project.

Post understanding about Risk Management Planning, Identifying, Analysing and Quantifying Risks, Mitigation and response planning, and Risk Monitoring and Controlling methods, the participants were given an individual activity. A video that summarized the Bengaluru Smart City project and additional information on a slide was shared with the participants. They were given 10 minutes to work individually to identify, categorize risks in Bengaluru Smart City Project. Also, to help us understand the probability of risks and a mitigation strategy and finally to share one example of a risk transfer in the Bengaluru Smart City Project.

Question & Answer

Questions raised by the participants during the 2-day program

1. How do we mitigate risks?

This question was asked initially and was answered when the topic was covered as part of the agenda. The Trainers drew the attention of the participant who asked the question and reconfirmed if there was clarity on the answer.

The following questions were asked during the course of the session and the trainer reiterated some of the concepts/models/methodology taught during the sessions to answer some of the following questions. The participants were informed that handouts will be shared with reference material for their further reading.

- How do we implement risks strategy in critical situations such as suicidal issues, violent situations etc.
- Others in my department need awareness and teaching how do we do that
- How do I teach my staff what I am learning can I have links?
- How do I get help from other departments in handling risks - after case study?

Annexures

Annexure 1: Agenda

The agenda for the 2-day program on Resilience during Uncertainty and Risk Management was customized for the participants to include the following topics:

Day 1

- Why Risk Management & What it means?
- Types of Risks - Internal, External, Business & Global Risks
- Value from Managing Risks
- How identified risks make us look bad
- Why not Risk Management?
- Identifying Risks and Hazards
- Risks and Hazards at workplace
- Types of Hazards
- How to look for Hazards
- Case Study - Namma Metro
- Behavioural identify and Application in Risk
- What is Behavioural Risk Management?
- Risk Management Behaviours
- Behaviours that influence the culture of Risk Management
- Behaviour Risk Management Plan
- Video Case Study - Analysis of the segment from the movie Saraansh.

Day 2

- Recap of Day 1
- Ownership and Responsibility
- Risk Owner and Risk Action Owner
- Risk Management Planning
- Video Case study Phase 1 - Bangalore Smart City Project
- Risk Management Process
- Video Segment - NAPO - Risk Analysis
- Risk Analysis - Identifying and Quantifying Risks
- Identifying Risks
- Identification Techniques
- Risk Analysis
- Analysing Risks - Qualitative
- Analysing Risks - Quantitative
- Examples of Risk Analysis
- Risk Mitigation and Response Planning
- Risk Response Planning
- Examples of Response Planning
- Example of Risk Log
- Risk Monitoring and Control
- Risk Monitoring
- Risk Control

- Case Study Phase 2 - Bangalore Smart City Project (Individual Assignment)
- Video - A lesson on Bouncing Back - Resilience
- What is Resilience?
- Video - Piper
- Balancing Risk and Resilience
- Resilience and Risk Management
- Characteristics of Resilient People
- Resilient Mindset
- 8 Steps to becoming more Resilient
- Tools and Tricks - Template for Risk Log and Risk Identification
- Helpful Links
- Questions and close of programme

Annexure 2: Snapshots
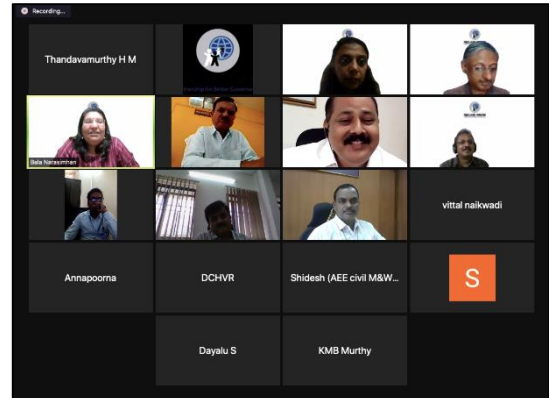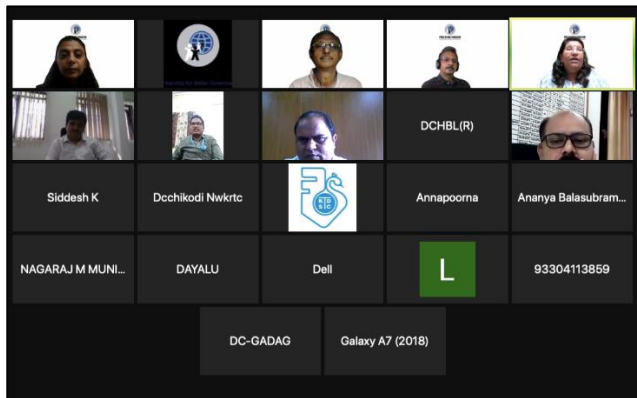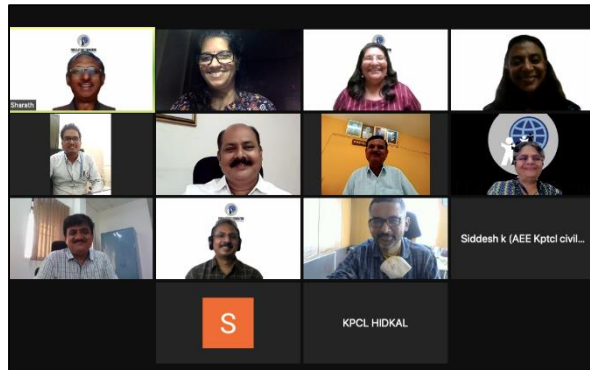
Annexure 3: Video and Reading Resources

Video Resources

- Why risk management is important - https://www.youtube.com/watch?v=W9hUFpt-tac
- Trouble in Paradise - https://www.youtube.com/watch?v=am5lKJMibr0
- Top metro trains in India - https://www.youtube.com/watch?v=Ji1jy8Wg3qY
- Jinxy Jenkins & Lucky Lou - https://www.youtube.com/watch?v=OuJ4BBQ0nhc
- Saraansh (Movie) Segment - https://www.youtube.com/watch?v=7TeCyVimkVk
- Titanic Movie – Iceberg Right Ahead (Segment) - https://www.youtube.com/watch?v=bYOn3-PhA9c
- Bangalore Smart City - https://www.youtube.com/watch?v=fiQzk2pVsm8
- NAPO - https://www.youtube.com/watch?v=rTVrxNwNiFM
- Risk Acceptance – Sedona https://www.youtube.com/watch?v=FmDh1ZUnBu8
- A lesson on bouncing back – Resilience - https://www.youtube.com/watch?v=sKpBJjsZ7EE
- PIPER - https://www.youtube.com/watch?v=KCf56Tb0CP8
- Delhi CM Adddress about COVID - https://www.youtube.com/watch?v=ClKCSdjMEc4
- The Joy Story - https://www.youtube.com/watch?v=ZQGuVKHtrxc
- The Power of Teamwork - https://www.youtube.com/watch?v=4duPBWzf46E

Reading Resources

- Project Management Institute - www.pmi.org
- CMMI - www.sei.cmu.edu/cmmi/
- PMI Governance - www.pmi-govsig.org
- NIH Project Management Centre of Excellence - http://irm.cit.nih.gov/cio/PMExcellence/