

The Pathway to Risk Intelligence

The Administration and the Legislature

- Endorse risk intelligence as a top priority for the State
- Create a dedicated Risk Improvement Team to evaluate risk intelligence at each state organization and to build standardized monitoring and evaluation systems for the State

Executive Management

- Sponsor risk intelligence by providing “air cover” for all staff
- Create a Risk Liaison Team in your organization with participants from all major divisions
- Implement recommendations and tools from the Risk Improvement Team
- Complete mandatory annual risk intelligence and management training and risk intelligence assessments

Middle Management and Supervisors

- Complete mandatory annual risk intelligence and management training and risk intelligence assessments
- Add risk intelligence as a component of the annual performance review and Individual Development Plans
- Integrate “innovative moments” into the daily work of all staff
- Participate as a member of their organization’s Risk Liaison Team

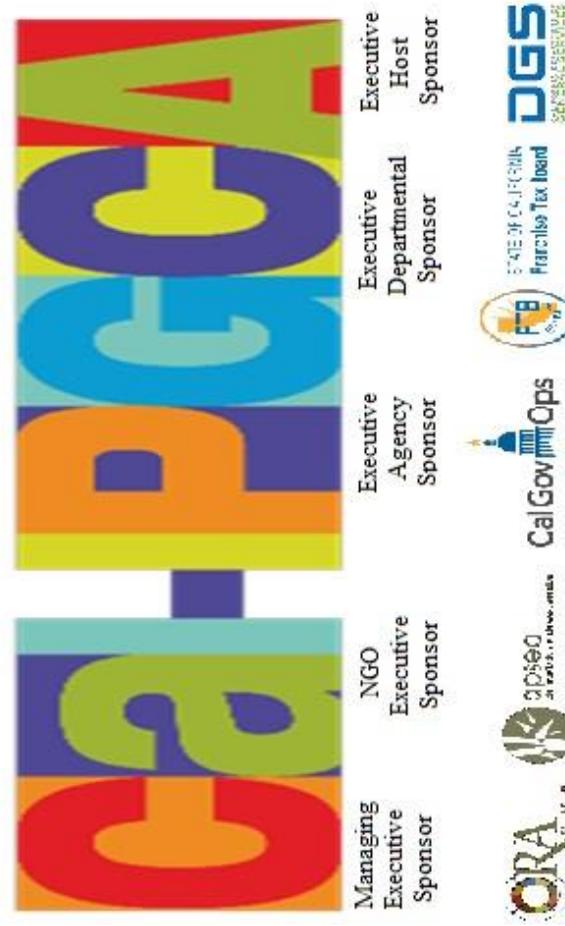
Rank and File Staff

- Complete mandatory annual risk intelligence and management training and risk intelligence assessments
- Incorporate risk analysis into the Completed Staff Work model
- Add risk analysis and management as a component of the annual performance review and Individual Development Plans
- Participate as a member of their organization’s Risk Liaison Team

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Risk intelligence Development

Embracing intelligent risk taking in the State of California



The Current State and Future State

California's state organizations are afraid. Too often they are targets for the public's wrath, fostering a culture of risk aversion among government employees. This aversion to risk stifles innovation, oppresses opportunities, and leads to stagnation.

In our increasingly connected real-time global reaching society, Californians demand innovative solutions to today's issues and problems. For California to fully serve its people, it needs to foster a risk intelligent culture and celebrate innovations that save money and time.

Risk intelligent leaders inspire and teach others to make better decisions.

If the State of California takes the opportunity to engrain risk intelligence throughout its workforce, it can capitalize on its 240,000+ strong team to successfully manage risk elevate innovation to unforeseen levels. Statewide risk training and support enables the workforce to use data and proven risk analysis methodologies to innovate and consistently make risk intelligent decisions.

Let's be a global leader in public service risk intelligence.



What Can Risk Intelligence Do for You?

Imagine freeing up more of your available budget for new program areas and priority issues. Imagine having more organizational agility, effectiveness and mindfulness in decision making.

Imagine an innovative workforce with more influence, increased job satisfaction, and the ability to streamline work processes.

What Do We Need to Move Forward?

To facilitate common risk intelligent thinking and empower staff at all levels we need to establish:

- A secure web portal with web-based instructional tutorials and a live blog forum to improve risk planning, response and evaluation lifecycles
- A Risk Breakdown Structure (RBS) focused on positive and negative risks that is scalable to any organization's size and needs
- A Statewide Risk Intelligence Dashboard

To continue to move forward we need to:

- Engage stakeholders
- Change the tone at the top
- Explore our options
- Advance beyond norms
- Seek meaningful feedback
- Be agile in our approach
- Rewards not Penalties

Don't Delay, Be Proactive!

How Do We Maintain and Encourage Change?

The State needs to identify "who does what by when." Individuals need self-accountability and state organizations must implement and document ongoing controls and monitoring processes including reviews, evaluations and improvements.

The State Leadership Accountability Act (SLAA) requires each state agency to maintain systems of internal control, evaluate, and report the effectiveness of those controls. As it currently stands, SLAA provides tools and resources for risk management and emphasizes monitoring and accounting, but lacks real tangible accountability. SLAA also appears to fall into the perpetual public-sector trap of 'avoid all risk', whereas we need to focus more on intelligent risk, not risk avoidance.

The State can measure progress toward greater risk intelligence by:

- Attaching compliance goals and target dates for achievement of organizational SLAA reporting
- Provide risk intelligent training to the state workforce and test those skills to measure how effectively they are being learned
- Survey all staff to understand what is working or what needs to be refined

Recognition is the combined and iterative practice of transparency and reinforcement. Recognition includes the identification of individuals' and organizations' successful efforts and practices, areas for improvement in past practices, and opportunities for innovation in future efforts.

Developing risk intelligence requires us to encourage, reward, and reinforce risk intelligence through practicing recognition in our individual and organizational interactions at every level.

We are what we practice daily.