Training courses
2018
Introduction

IRM is the leading professional body for Enterprise Risk Management (ERM). We drive excellence in managing risk to ensure organisations are ready for the opportunities and threats of the future.

We do this by providing internationally recognised qualifications and training, publishing research and guidance, and setting professional standards. We are a not-for-profit body, with members working in all industries, in all risk disciplines and in all sectors around the world.

Training courses

Need to keep up-to-date with current risk management best practices? Our interactive and practical training will give you the knowledge, tools and techniques that you need to stay ahead. IRM training aligns with the ISO 31000 framework, so you can be assured that the content is set against the international standard, and also counts towards your Continuous Professional Development (CPD). We offer CPD hours on all of our courses and webinars.

Trainers

All our courses are delivered by IRM-approved expert trainers who have all passed our rigorous assessment process. With in-depth knowledge of their subjects, academic expertise and years of hands-on industry experience, they will help you apply the learning materials to suit your individual needs.

Courses may be run by different trainers dependent on the time of year.

For further details please visit www.theirm.org/training or email us at training@theirm.org.
Principles of Risk

Course overview

This two-day course covers the fundamentals of Enterprise Risk Management (ERM) in a fast-paced, interactive environment. You will learn about the theory and practice of risk management in-line with the ISO 31000 framework, using case studies and current affairs to bring the material to life. On completion of this course expect to have a solid understanding of how effective risk management can benefit your organisation.

Who should take this course

- Executives and Heads of Departments to understand risk management and the role it should play within their organisations.
- Risk Management practitioners of all levels requiring a refresher on recent developments in risk management.
- Students studying IRM qualifications.
- Anyone new to risk or wishing to enter the risk profession.

Learn about

- Organisational performance: How risk management can assist organisations to achieve their objectives and optimise decision making.
- Governance and sustainability: The benefits of risk management and its relationship with governance, assurance, and sustainability.
- Internal and external risk exposure: The types of risk faced by an organisation and the concepts of positive and negative risk.
- ISO 31000: Risk management principles, framework and processes.
- Culture: The importance of culture, communication, and behaviour in an effective risk management structure.
- Maturity: How to assess your organisation’s risk maturity and identify where improvements can be made.
- Workshops: Facilitation techniques to make your risk workshops interactive, efficient, and effective.

FoRM (Fundamentals of Risk Management)

 Trainer Profile: Joachim Adenusi, CFIRM

Joachim is an award-winning risk professional with over 18 years experience across various sectors. He currently advises major financial firms on implementing Basel III and Solvency II requirements. In 2010 he was awarded UK Public Sector Risk Manager of the Year.

“Really enjoy the course with a brilliant trainer. An entertaining and educational two days where I learned more about risk than I have in my whole career! I really enjoyed it and Joachim was inspirational – so much energy!”

Judith Davis, Affiliate Member Operations Group Manager Cambridge Assessment English

4 5

Duration 2 days
Cost (excl. VAT) IRM members: £895*
Non-members: £995*

“* All courses taking place from 1st January 2018 within the UK will be subject to VAT.

Assessment: Assessing risk and selecting appropriate actions and controls using key tools, such as risk registers, risk bow-ties, and risk matrices.

Communication: How to communicate risks to all levels of your organisation, and to external stakeholders.

Appetite and tolerance: How to determine your organisation’s appetite and tolerance for risk.

Trainer Profile: Richard Cross

A professional risk taker who enables intelligent and responsible risk adoption. Richard has worked in and consulted for world class organisations in several industries including finance, government intelligence, energy, technology and utilities.

“The course content reinforced my current knowledge and improved my confidence whilst also offering new ideas and approaches – it was a very good introduction and I would definitely take other IRM courses.”

Alison Pinkerton, Affiliate Member Resolution Manager Bupa UK
Embedding Risk Management

**Course overview**
Examine the barriers that prevent you from embedding risk management in your organisation, and the tools and techniques to analyse potential solutions. You will learn advanced risk management skills, as well as general management techniques to add value to risk-based decision-making at all levels of your organisation.

**Who should take this course**
- Heads of Department.
- Risk Managers.
- HR Managers.
- Chief Risk Officers.

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Practical Risk Appetite and Tolerance

**Course overview**
This course explains practical risk appetite and tolerance and how it plays a crucial role in effective risk management. You will learn how to define specific categories of risk and use case studies to determine the appropriate level of risk to take in-line with business objectives.

**Who should take this course**
- Heads of Department.
- Risk Managers.
- Risk Practitioners.
- Chief Risk Officers.

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**Learn about**
- The basic concepts and links between risk appetite, governance and corporate performance.
- Applying risk appetite techniques to overcome challenges and establish monitoring tools.
- Managing and developing a risk appetite framework and programme to add value to strategic decision making.

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Duration
2 days

Cost (excl. VAT)
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Non-members: £995*

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Risk Champions

Course overview
Risk champions are integral to effective risk management. This course helps you identify risk and opportunities, and gives you the confidence to communicate the benefits of risk management to a sceptical workforce. Learn practical techniques to help influence and guide your colleagues.

Who should take this course
- Risk Champions.
- Risk Analysts.
- Compliance Officers.
- Heads of Department.
- Risk Managers.
- Operations Managers.
- HR Managers.
- Business Continuity Managers.
- HSE Managers.
- Finance Managers.
- IT Managers.

Learn about
- Analysing, articulating and reporting the root causes of risk to managers.
- Identifying the types of risk that could have an impact on your organisation.
- Conducting quality risk assessments that enable you to assist risk owners in resolving problems.
- Advising directors and senior managers on improving systems.
- Intervening to address instances where risk management efforts are being hampered.

Trainer Profile:
Grant Kennedy, CMIRM
Previously part of the review board for IRM courses, Grant is now an IRM-approved trainer and part of our Scotland Regional Group. He has 15 years experience working in Aviation as a senior manager with BAE Systems, CAV, Airbus, BAA and Global Infrastructure Partners.

Duration
2 days
Cost (excl. VAT)
IRM members: £895*
Non-members: £995*

Project Risk Management

Course overview
An introduction to project risk management that teaches you to identify, classify and manage risk systematically for the duration of a project. Learn how to control the likelihood of risks occurring and how to mitigate the impact of an adverse risk event, whilst taking full account of corporate aims and managing your team.

Who should take this course
- Project Managers.
- Project Risk Managers.

Learn about
- The process involved and definitions of project risk.
- Planning and initiating project risk management.
- Using structured risk descriptions, identification techniques and a risk register.
- Implementing responses, updating plans and keeping processes alive.

Trainer Profile:
Kate Boothroyd, CFIRM
Specialising in project and corporate risk management, Kate has worked for clients across a variety of industries, including rail, mining, utilities, education, pharmachem, energy and nuclear. She was previously Chair of our North West Regional Group.

Duration
1 day
Cost (excl. VAT)
IRM members: £495*
Non-members: £595*

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Information security and data protection have proved to be very complex risks. Organisations are inevitably susceptible to cyber threats and online data breach. The objective of this course is to bridge the gap between IT specialists and non-technical management, so that the organisation can understand information security from a holistic perspective.

Who should take this course

- Information Security Specialists and Managers.
- IT Specialists and Managers.
- IT Executives.
- C-Suite Chief Risk, Financial and Operational Officers.
- Enterprise Risk Managers.
- Business Executives.
- Heads of Department.
- Data Officers, Managers and Executives.

Learn about

- Basic threats to information security including methods and motives for breaching.
- Potential impacts of an information security breach.
- Protections around data and participants legal obligations to secure and protect data.
- What good information security looks like in the cyber security context.

Duration

1 day

Cost (excl. VAT)

IRM members: £495*
Non-members: £595*
Risk Management for Oil and Gas

Course overview

The course covers the fundamental aspects of Enterprise Risk Management (ERM), but specifically tailored for the oil and gas sector.

You will learn about the theory and practice of risk management at an enterprise and project level, focusing on oil and gas case studies such as: oil price, working in politically unstable environments, managing projects, portfolios and supply chain.

Who should take this course

- Anyone new to risk or wishing to enter the risk profession.
- Executives and Heads of Departments.
- Risk management practitioners of all levels requiring a refresher on recent developments in risk management.
- Students studying IRM qualifications.
- Project Portfolio Managers.
- Project Controls Managers.
- Asset Directors and Managers.

Learn about

- The risk management principles, framework and processes.
- Risk culture and risk maturity.
- How to prioritise project portfolios based on a risk-based approach.
- The types of risk faced by oil and gas companies and the concepts of positive and negative risk.
- Modern Slavery, Environment and Reputation.

Trainer Profile:
Alexander Larsen, CFIRM

With 15 years of risk management experience across a wide range of sectors, including oil and gas, construction, utilities, finance and public services, Alex has considerable expertise of building successful risk cultures.

Effective Risk Registers and Assessment

Course overview

A good risk register informs corporate decision-making, and allows an organisation to show how it is identifying and managing threats to its objectives effectively.

This course gives you practical tools and techniques to create your own risk management toolkit. Find out how to engage the interest of all stakeholders to capture valuable information from them, and how to inform decision makers of the greatest threats they face.

Who should take this course

- Risk Managers.
- Risk Champions.
- Risk facilitators.
- Internal auditors.
- Health and Safety officers.
- IT Risk Managers.

Learn about

- Designing a fit-for-purpose risk register.
- Ensuring your register is the go-to dashboard for status reports.
- Analysing business objectives and defining the scope of risk assessments.
- Identifying the most appropriate risk assessment technique.
- Planning and facilitating risk assessments.
- Evaluating risks based on their rating and your organisation’s risk tolerance.

Duration
3 days
Cost (excl. VAT)
IRM members: £1,495*
Non-members: £1,595*

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“Sarah is a fantastic trainer. She explains things very well and makes the effort to get everyone involved. She has the practical skills to back it up, bringing real life situations into the training.”

Karen Giles
Senior Manager, Compliance
The Grass Roots Group Holdings Limited

Duration
1 day
Cost (excl. VAT)
IRM members: £495*
Non-members: £595*

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“The trainer and the content were excellent. The best bit was the use of current examples to questions that were raised.”

Martin Mills
Regulatory Reporting Manager
Principality Building Society
Course overview

Root Cause Analysis (RCA) enables you to systematically analyse the cause-and-effect relationships of an event or situation. It identifies ways to prevent negative events reoccurring, whilst replicating the positive. This course will enable you to gain the knowledge, tools and confidence that lead to successful root cause analyses.

By the end of the two day course you will have the capability and understanding to use RCA to solve everything from ‘simple’ everyday issues through to tough and recurring problems.

Who should take this course

- Risk Managers.
- Operations Managers.
- HR Managers.
- Business Continuity Managers.
- Enterprise Risk Managers.
- Business Executives.

Learn about

- The role of RCA.
- The problems and benefits of RCA processes.
- How RCA can generate targeted solutions.
- Gathering and managing supporting data.
- Identifying effective solutions to problems.

Who should take this course

- Chief Risk Officers.
- Heads of Risk Management.
- Risk Analysts.
- Company Secretaries.
- Heads of Internal Audit.
- Internal Auditors.
- Compliance Officers and Managers.
- Risk Management Consultants.
- Quality and Standards Managers.

Learn about

- Planning workshops more effectively, ensuring the right people are involved.
- Developing more interactive risk tools and techniques to make workshops more engaging.
- Facilitation skills for encouraging contributions from participants.
- Communicating quickly and effectively following the risk workshop, ensuring calls to action are followed up.

Who should take this course

Trainer Profile: Suzanne Crouch
Suzanne has been delivering RCA training to many companies in a variety of industries worldwide for over 20 years. She has managed many projects for a range of national and global corporations, holds an MSc in Education and Training, and is a Fellow of the Institute for Learning.

Learn about

- Risk workshops are the primary method through which risk information is collected and discussed. This course will explore how to make your workshops more engaging, helping to embed risk management as a critical and valuable process within your organisation. This course provides you with the guidance and tools to run workshops effectively.

Who should take this course

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Trainer Profile: Sarah Gordon, IRMCert
Sarah is an honorary lecturer at Imperial College London and has worked in several sectors including energy, finance, construction and the public sector. She was previously Head of Assurance (Africa) – Safety and Sustainable Development for Anglo American.

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- Risk Management Consultants.
- Quality and Standards Managers.
Course overview

This course will equip you to professionally handle significant or complex investigations. It will enable you to understand the critical elements needed to lead an effective investigation and produce credible results as you seek systemic opportunities for improvement.

You will also learn how to protect the credibility and integrity of the investigation team, problem owner and impacted parties.

All delegates must have completed the RCA Level 1 course before attending RCA Level 2.

Who should take this course

- Risk Managers.
- Operations Managers.
- HR Managers.
- Business Continuity Managers.
- Enterprise Risk Managers.
- Business Executives.

Learn about

- Developing an effective RCA programme.
- The requirements for preparing to lead an incident investigation.
- Developing organisational investigation and RCA threshold criteria.
- Investigative strategies for interviewing incident witnesses.
- Key elements relating to human factors and human failure theory.
- Issues that impact on the effectiveness of solutions.

"I would thoroughly recommend this suite of courses to anyone involved in root cause, with material that is versatile across many business sectors."

Duration

2 days

Cost (excl. VAT)

IRM members: £895*
Non-members: £995*

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Trainer Profile:
Dr Simon Ashby, PhD
Previously a financial regulator and senior risk manager in several top financial institutions. With a PhD in corporate risk management, Simon has published many academic papers and policies and is an Associate Professor at Plymouth Business School.

Risk Reporting

Course overview

Many organisations already have risk reporting processes in place but these are not always reviewed as often as they should be. Timely, accurate and effective risk reporting is an integral part of a strong management framework, ensuring that the most up-to-date risk reporting techniques are being used to enhance decision-making.

This one day course will explore the best and most up-to-date practices, providing a grounding in the design and implementation of effective risk reporting.

Who should take this course

- Risk Managers.
- Operations Managers.
- Business Executives.
- Finance Managers.
- Data Officers, Managers and Executives.

Learn about

- The strengths and limitations of various risk reporting tools such as risk registers, key risk indicators, risk matrices.
- How risk reporting fits into strategic decision making, controls and reporting.
- The recent developments in risk reporting tools and methodologies.
- Managing your risk reports effectively, including: producing reports for different audiences; potential problems with collecting data; designing a report; and using risk reporting systems.

Duration

1 day

Cost (excl. VAT)

IRM members: £495*
Non-members: £595*

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Course overview

A ‘knee-jerk’ reaction to risks can be costly. Your organisation, like every other, must proactively manage risks and be resilient, planning ahead to deal with possible disruptive events. This course will give you the knowledge, skills and tools you need to systematically manage resilience in order to future-proof your organisation.

Who should take this course

- Enterprise Leaders.
- Heads of Department.
- Risk Managers.
- Operations Managers.
- HR Managers.
- Business Continuity Managers.
- HSE Managers.
- Finance Managers.
- Insurance Managers.
- IT Managers.

Learn about

- How risk and resilience management can be used to support your organisation in achieving its objectives.
- Effectively assessing business impacts and selecting suitable risk treatment measures to reduce uncertainty and withstand crisis.
- Building a resilient culture through an integrated Enterprise Risk Management (ERM) system.

Risk and Resilience

Choosing and Using Key Risk Indicators

Course overview

Key Risk Indicators (KRIs) help organisations prevent risks and exploit the opportunities they offer. This one day course will guide you through the use of KRIs, showing you how they can be used as a powerful management tool to improve risk awareness and the execution of business objectives.

Delivered through a mix of presentations, group discussions and guided exercises, you will learn, step-by-step, the methodology behind preventive KRIs. By the end of the course you will understand the role played by KRIs within an enterprise-wide risk management framework.

Who should take this course

- Risk Managers.
- Risk Practitioners.
- Risk Champions.
- Chief Risk Officers.
- Internal Auditors.
- Governance and Compliance Managers.

Learn about

- The nature and types of preventive KRIs.
- Identifying root causes and event drivers for each of your key risks.
- How indicators shape an organisation’s risk culture.
- Evaluating the effectiveness of draft KRIs you have been considering for use in your organisation.
- Designing an efficient indicator programme in a risk management framework.

Cost (excl. VAT)

IRM members: £495*
Non-members: £595*

Duration

1 day

Toni-Jo Henderson, IRMCert
Risk and Assurance Manager
Medical Research Councils

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An engaging institute which provides not only training, but lots of great supportive information via different methods (webinars, conferences, newsletters and topical news information) with important notifications of new legislation and supporting guidance. 

Marc Sykes, IRMCert
Associate Partner - Retail Buying, Merchandising & E-Commerce
AdMore

who should take this course

- Enterprise Leaders.
- Heads of Department.
- Risk Managers.
- Operations Managers.
- HR Managers.
- Business Continuity Managers.
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- Finance Managers.
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- IT Managers.

Learn about

- How risk and resilience management can be used to support your organisation in achieving its objectives.
- Effectively assessing business impacts and selecting suitable risk treatment measures to reduce uncertainty and withstand crisis.
- Building a resilient culture through an integrated Enterprise Risk Management (ERM) system.

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“The course was well balanced in terms of content between theory and application. I definitely found the real world examples and further debate/discussion helpful to fully understand the subject matter.”

Toni-Jo Henderson, IRMCert
Risk and Assurance Manager
Medical Research Councils
Course overview

This course teaches you how to treat reputation as an intangible asset or a risk liability. The course will focus on preventative tools that protect and enhance your reputation, and the corrective tools for recovering damaged trust. You will examine high profile case studies of reputation damage to create a reputation protection tool appropriate for your organisation.

Who should take this course

- Risk Managers and Executives.
- Internal Audit.
- Business Continuity.
- Corporate Communications.
- Public Affairs.
- Investor Relations.
- Corporate HR.

Learn about

- Earning and retaining trust and the cost of recovering damaged trust.
- Alternative metrics for measuring reputation risk.
- Best practices for reporting and mitigating reputation and strategic risk.
- Effective risk mitigation strategies for protecting and enhancing reputation.
- Treating risks and managing them in order to prevent damage to value.

Communication and Consultation

“This course increased my technical knowledge and gave me an opportunity to learn about the experiences of other professionals.”

Karlene Agard, IRMCert
Inquiry Manager - International Trade Select Committee
House of Commons

Duration

1 day

Cost (excl. VAT)
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Non-members: £595*

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Improving Decision Making and Expert Judgement

Course Overview
The course will give you the understanding and tools you need to deal with uncertainty in business and the methods to help you make better quality decisions for the future. You will cover analytical and intuitive decision making and learn how to avoid the systematic errors that can affect decision makers.

Who should take this course
- Risk Managers.
- Heads of Department.
- Senior Executives.
- Decision Makers.
- Strategic and Operational Managers.

Learning Objectives
- The relevance and value of the risk profile in managing risk and making better decisions.
- The role played by heuristics (‘rules of thumb’) and bias in the workplace.
- Identifying the risk data behind operational and strategic decisions.
- Implementing methods for creating realistic scenarios for assessing likely outcomes.

Who should take this course
- Risk Managers.
- Heads of Department.
- Senior Executives.
- Decision Makers.
- Strategic and Operational Managers.

Training Profile:
Liz Taylor, CFIRM
Liz is a highly regarded practitioner in Enterprise Risk Management with an international reputation for implementing practical and tailored solutions. She has experience in a broad range of industries from finance to government to FMCG.

Duration
1 day

Cost (excl. VAT)
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Non-members: £595*

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Other Training Options

Webinars
IRM offer a series of highly acclaimed webinars for risk practitioners. These are live 45-minute broadcasts to view live, or download and watch at your convenience, delivered by leading experts in their fields.

Accreditation
IRM works with organisations to review and accredit their in-house training in risk management. Courses may be either classroom/workshop-based or e-learning.

IRM accreditation:
- Indicates your course meets the high standard associated with the IRM brand.
- Earns CPD recognition.
- Retains your flexibility to tailor and update your course as required.
- Provides delegates with an IRM certificate.

For further details please visit www.theirm.org/training or email us at training@theirm.org.