



Who Has it Tougher? Comparing ERM Challenges at Corporations vs. Government Agencies

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Sim Segal
President, SimErgy Consulting

Tom Brandt
Chief Risk Officer, IRS






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ERM maturity

	Corporation	Government Agency
Timing of requirements driving waves of ERM maturity advancements	(financial sector) • 2005: S&P ERM ratings • 2015: U.S. ORSA	• 2014: OECD Recommendation of the Council on the Governance of Critical Risks (member countries) • 2016: A-123 (executive agencies)

- IRS ERM Program launched late 2013, in response to an agency crisis





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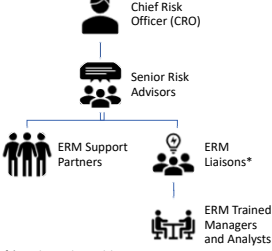
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How ERM Works at IRS: Governance & Structure



IRS ERM Governance Model



IRS ERM Operating Model



* The members of the RWG are comprised of the Business Unit ERM Liasons.

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Contact information



Sim Segal

President, SimErgy

sim@simergy.com



Tom Brandt

CRO, IRS

Thomas.A.Brandt@irs.gov