SKILLS FRAMEWORK FOR INTELLECTUAL PROPERTY
TECHNICAL SKILLS AND COMPETENCIES (TSC) REFERENCE DOCUMENT

TSC Category	General Management				
TSC Title	Business Risk Management				
TSC Description	Forecast and assess existing and potential risks which impact the operation and/or profitability to the business as well as develop and roll out company-wide strategies and processes to mitigate risks, minimise their impact or effectively manage such business risks				
TSC Proficiency Description	**Level 1**	**Level 2**	**Level 3**	**Level 4**	**Level 5**	**Level 6**
			INP-SNA-3005-1.1	INP-SNA-4005-1.1	INP-SNA-5005-1.1	INP-SNA-6005-1.1
			Identify risks and their business impact and propose measures to manage risks	Assess current and potential risks within a defined functional area, and develop risk countermeasures and contingency plans	Critically evaluate, review and drive organisation-wide risk mitigation and management initiatives	Anticipate emerging threats and potential risks, and define the overarching risk management strategy for the business
Knowledge			• Basic risk identification and assessment techniques • Internal protocols, past solutions and widely-known best practices in risk management or prevention • Risk management measures and implementation steps	• Risk identification and assessment techniques for a functional area • Risk assessment report development • Complex or advanced methods to address risks and minimise their impact • Implementation considerations and rationale for risk management processes • Features and applicability of risk countermeasures and contingency plans	• Risk identification and assessment techniques for the organisation • Potential impact of current and future risks • Key considerations for evaluating risk mitigation and management initiatives • Industry best practices in risk countermeasures and contingency plans	• Industry standards in risk management • Emerging trends in potential risks faced by organisations • Strategic roadmap development • Prioritisation considerations for current and potential risks
Abilities			• Identify risks and conduct risk assessment on their business impact • Highlight red flags and other key findings in risk assessment report • Propose processes and action steps to address risks with reference to internal protocols, past solutions or external best practices • Explain risk management measures	• Lead the assessment of current and potential risks within a defined functional or technical area of business • Develop a risk assessment report, highlighting key areas for improvement • Recommend possible solutions, plans and initiatives to address risks and minimise their	• Lead identification and assessment of current and future risks to the overall business • Evaluate potential business impact of risks • Evaluate, organisation-wide risk mitigation and management initiatives • Develop implementation plan for organisation-wide risk management processes and procedures	• Define overarching risk management strategy and direction, based on business priorities and in line with industry standards and regulations • Anticipate potential risks to the business based on emerging trends and threats in the industry or related sectors • Establish a long term strategic roadmap for

			to particular functional areas or Business Units (BU), to gain buy-in and ensure understanding • Propose enhancements to risk countermeasures and contingency plans	impact on business operations • Implement risk management processes and procedures for particular functional area or Business Units (BU), ensuring that relevant parties are familiar with the tools, techniques and activities involved • Develop risk countermeasures and contingency plans, and evaluate their viability and effectiveness for the business function	• Integrate knowledge of industry best practices and organisation's context to guide the development of risk countermeasures and contingency plans	addressing existing and potential risks arising from business operations and developments • Prioritise existing and potential risks to the business, based on business priorities and future strategic direction • Set guiding principles for the development of risk countermeasures and contingency plans, with reference to industry best practices