



**OUR WHY?** To partner with local governments so that Texas communities are **STRONGER TOGETHER**

# Welcome

## Tony Koriioth Supervisor Academy (TK 3.0)

Use the QR Code to download course materials. Once on the landing page, scroll down to “Tony Koriioth Supervisor Academy” for access to materials for each session.

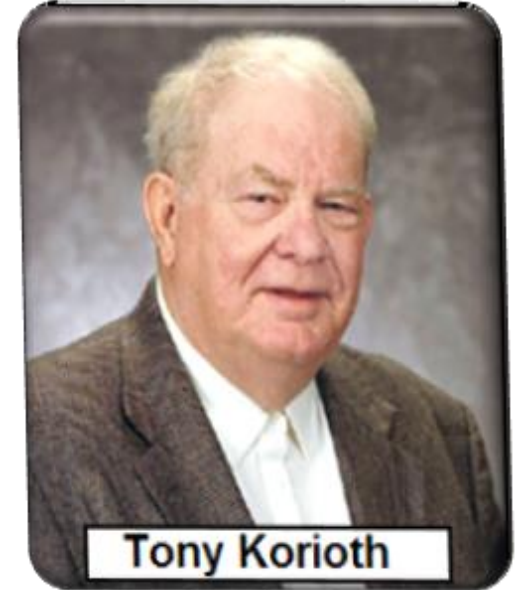


# Who was Tony Koriioth?

The Supervisor Academy was established in the name of former State Representative Tony Koriioth, General Counsel for the Texas Municipal League Intergovernmental Risk Pool from 1972 until his passing in 2004. Tony Koriioth championed ways to help employers and employees meet the common goals of reducing injuries in the workplace, making the workplace productive, and lowering the risk of lawsuits.

## Accomplishments:

- 31 years public service
- Served in the Texas Legislature
- Assisted the TML staff in canvassing Texas cities to determine their interest in creating a workers' compensation pool
- Served as the Pool's general counsel
- Coordinated its involvement with the Workers' Compensation Commission



# Our Coverages



**Workers'  
Compensation**



**Liability**



**Property**



**Cyber Liability**



**Special Risk**

# Our Core Values

- **Public Service:** Serving the public good – for the benefit of local governments and their tax-paying citizens.
- **Fiscal Responsibility:** Responsibly managing our members' pooled funds for the protection of their financial stability.
- **Operational Excellence:** Delivering excellent member service in all components of our risk financing and loss prevention services.
- **Integrity:** Serving with honesty, integrity and professionalism.

# Introduction of Attendees

- **Name**
- **Department/title**

"Networking is not about just connecting people. It's about connecting people with people, people with ideas, and people with opportunities."

# Learning Objectives

- Examine elements of the risk management process through an introduction to risk management in public entities
- Recognize key roles and individual safety responsibilities associated with risk management
- Understand the importance of engaging public sector employees in risk management
- Explore safety leadership principles for public servants in leadership positions

# **Session 1: Introduction to Risk Management in Public Entities**



# Risk Management Process

## 1. Risk Identification



Q: What categories of risk exists for your organization?

Legal Risks, Environmental Risks, Hazard Risks,  
Regulatory Risks

# Risk Identification

In simple terms, risk identification is thinking ahead about what problems might come up and planning to handle them, so your work assignments goes smoothly.

Think about the what “ifs” in your current job and develop and have a plan to address them.

Examples?

# Risk Identification

- Risk vs. Hazard vs. Exposure
- TMLIRP - RMA, UW, SLCC, Claims (Re-rate)
- Consultants
- Questionnaires, surveys or observations
- Brainstorming (Committees)
- Claims history or trend analysis
- Operations/processes
- Environmental issues
- Policies and procedures
- Departmental vs. Organizational
- Newly Acquired Assets or Operations

# Risk Management Process



## 2. Risk Analysis (Frequency and Severity)

Probability

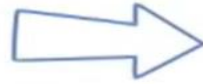
Impact

	Low (1)	Medium (2)	High (3)
High (3)	Low	Medium	High
Medium (2)	Low	Medium	Medium
Low (1)	Low	Low	Low



# RISK MATRIX

Consequence and Likelihood



Risk



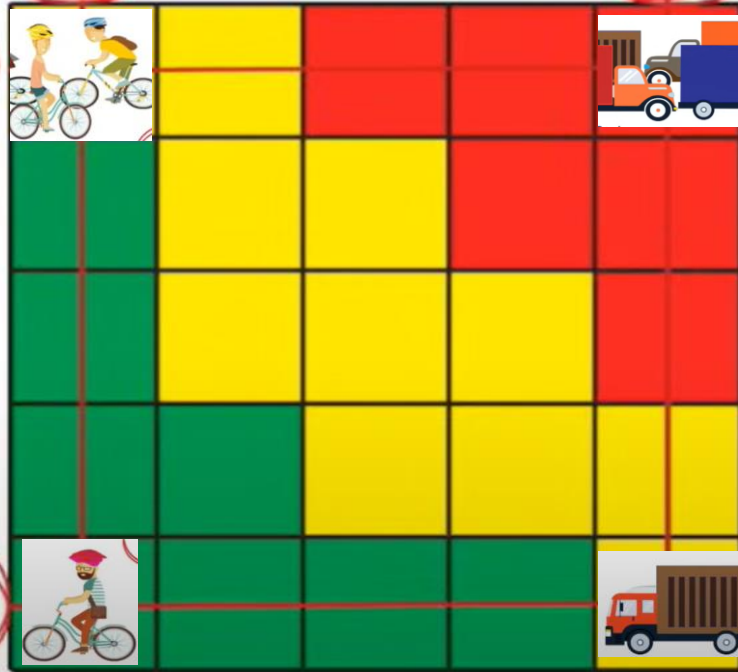
Consequence

Low



High

High



Likelihood



Low



Risk



Low



Medium



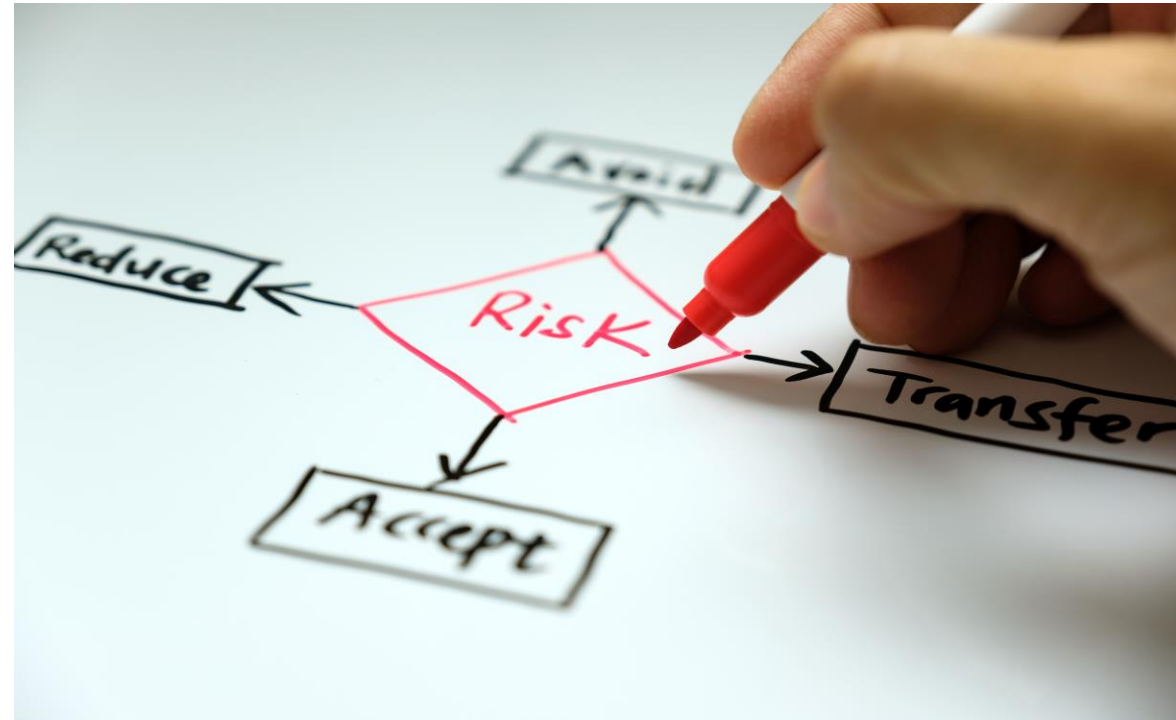
High



# Risk Management Process

## 3. Risk Control

(Prevention/Claims Management)



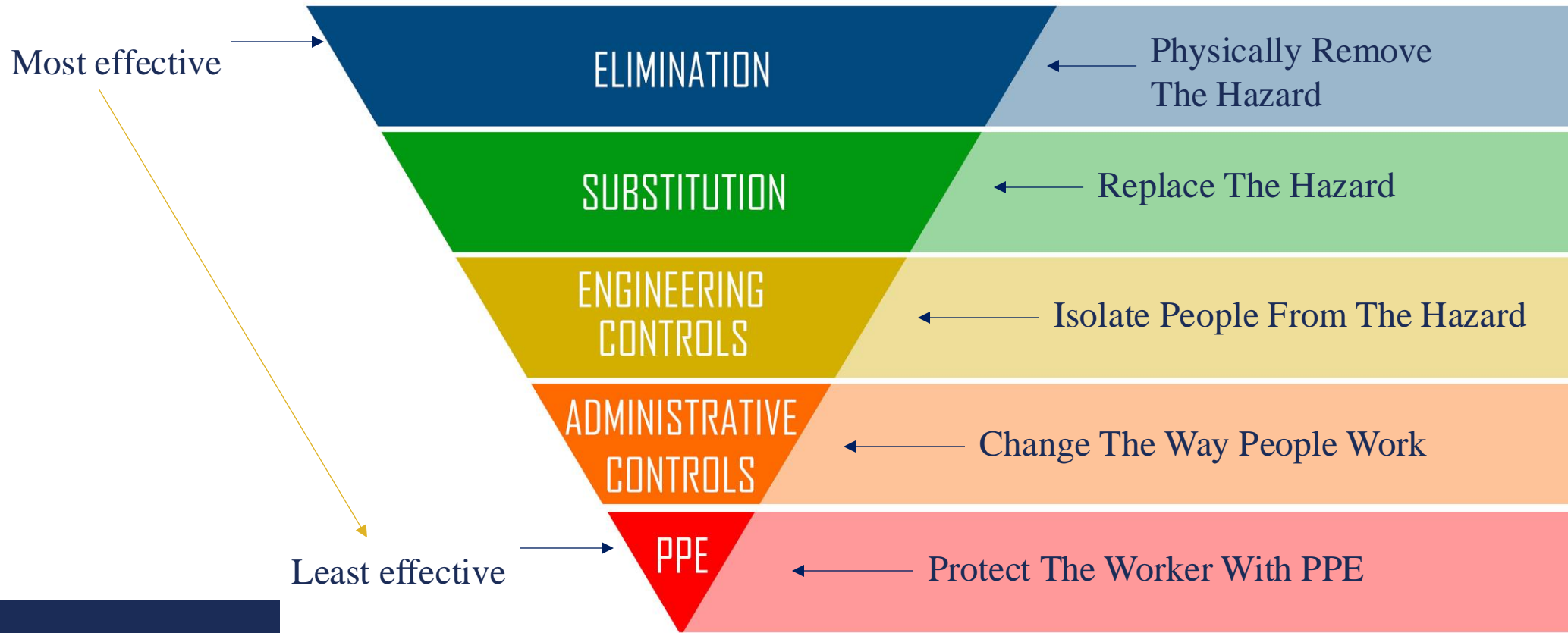
# Risk Control

- Risk avoidance
- Loss prevention
- Employee safety
- Loss reduction / transfer
- Separation / segregation of risks
- Duplication / diversification



# Hazard Control

The **hierarchy of controls** is a method of identifying and ranking safeguards to protect workers from hazards.



# An Incident Occurs Under Your Watch

- What is your worst nightmare as a supervisor?

[https://icma.org/sites/default/files/106964\\_.pdf](https://icma.org/sites/default/files/106964_.pdf)



- Workers' Compensation Fatalities **22/23 (12)**

- (Volunteer Fire) – Vehicle swerved into their lane and struck vehicle (head-on) resulting in a fatality
- (Volunteer Fire) – Vehicle swerved into their lane and struck vehicle (head-on) resulting in a fatality
- (Animal Control) – Removing dead animal from roadway and hit by a speeding truck (employee #1)
- (Animal Control) – Removing dead animal from Roadway and hit by a speeding truck (employee #2)
- (Police) – Officer killed responding to a DWI investigation
- (Police) – Police pursuit, lost control of vehicle and hit a pole
- (Waterworks) – Death by asphyxiation due to drowning
- (Utilities) – Fell from ladder
- (Water Dept/Vol Fire Fighter) – Head trauma, hit by moving vehicle
- (Police) – Officer killed responding to a domestic dispute
- (Utilities/Drainage District) – possibly hit by a backhoe causing him to fall from an embankment (under investigation)
- (Volunteer Fire) – Vehicle struck an animal (cow) was ejected and succumbed to his injuries

# An Incident Occurs Under Your Watch

- What is your worst nightmare as a supervisor?  
[https://icma.org/sites/default/files/106964\\_.pdf](https://icma.org/sites/default/files/106964_.pdf)
- Workers' Compensation Fatalities **23/24 (4)**
  - (Police) – Officer shot while assisting in a vehicle pursuit
  - (Fleet Maintenance) – MVA fatality in route to pick up parts
  - (Fire) – A volunteer Fire Chief experienced a medical emergency while fighting a house fire
  - (Landfill) – A landfill attendant fell 8 feet from an unloading dock
- Workers' Compensation Fatalities **24/25 (4)**
  - (Police) – Officer shot while in a foot pursuit
  - (Police) – Officer shot during traffic stop
  - (Fire) – Firefighter struck when 5" hose became disconnected
  - (Police) – Head on collision during a pursuit



“It has taken almost two years to be able to put pen to paper and write about an experience that none of my former bosses, mentors, or institutes of higher education ever prepared me for—a workplace fatality.”

*The One They Didn't  
Prepare Me For*

ICMA/PM KAREN DALY

“No one ever anticipates needing the skills to deal with workplace fatalities....”

**The loss of these members of the municipal family in Texas is tragic. Each incident has left a lasting impact on families, friends, and the governmental entity involved.**

# Risk Management Process

## 4. Risk Financing (Retention/Transfer)

R  
FINANCE  
S  
K

# Risk Financing

- **Retention**

- Deductible
- Low frequency/low consequence exposures
- Budget for risks
- Reserves/funding
- Borrowing
- Self-insurance
- Captive insurance
- Coverage limits

- **Transfer**

- Insurance/risk pools
- Written contracts
- Hold harmless or indemnification provisions
- Certificate of insurance
- Additional insured





**EPISODE 13**, posted March 4, 2022

## **“Contractual Risk Transfer”**

Explains: (1) the importance of shifting risk to the appropriate parties to a contract; and (2) the essential provisions that should be included in any major or high-exposure contract.

### **Further Information**

- [TML Risk Pool's Risk Transfer and Contract Strategies](#)
- [Thomson Reuters \(Westlaw\) Contract Drafting or Review for Local Governments](#)
- [Public Risk management Association Insurance Requirements in Contracts: Tips for Effectively Transferring Risk](#)



# What is Passive Retention?

“The practice in which no funds are set aside on a mathematical basis to pay for expected losses. This occurs when a risk manager or the organization is not aware of an exposure, when the cost of treating an exposure positively is prohibitive, or if the severity of a loss (should it occur) would be inconsequential.”

Barrons Dictionary

# Active vs. Passive Retention

- Risk identification (active)
- Unknown risks (passive)
- Omissions from property or auto/mobile equipment schedule (either)
- Omissions from liability exposures (either)
- Omissions for activities - special events (either)

# Risk Management Process

## 5. Risk Administration



# **Session 2: Roles and Responsibilities of Public Sector Employees in Risk Management**

Key Roles and Individual Responsibilities in Risk Management

# Overview of Risk Management in the Public Sector

- Risk management ensures that public sector organizations operate safely, efficiently, and effectively.
- It involves identifying, assessing, and managing potential risks to avoid disruptions or harm.
- Every employee has a role to play in this process.

*How do you think risk management can impact the efficiency of public services?*

# Key Roles in Risk Management

Four key groups contribute to effective risk management:

- Executive Management and Leadership
- Department Heads and Supervisors
- Risk Managers and Safety Officers
- Frontline Employees

*Can you think of a situation where each role played a crucial part in preventing a major incident in your workplace?*

# Executive Management and Leadership

- Sets the tone for the overall risk culture within the organization.
- Allocates necessary resources (financial, human, etc.) for risk management efforts.
- Makes final decisions regarding the strategies to mitigate identified risks.

Let's discuss.....

*What are some actions that executive management can take to improve risk awareness among employees?*

*How much guidance are you being given from your executive management?*

# Department Heads and Supervisors

- Ensure their teams are following risk management protocols and strategies.
- Provide training to employees on risk management procedures and safety protocols.
- Responsible for reporting and escalating risks, incidents, or safety concerns to higher management.

*What steps should supervisors take to find the root cause in incidents or non-safety compliance?*



# Risk Managers and Safety Officers

- Responsible for designing and implementing risk management strategies across the organization.
- Conduct risk assessments, surveys, and audits to identify potential hazards or vulnerabilities.
- Monitor compliance with established safety policies and ensure proper work practices are followed.

Table Exercise:

*Share a scenario where a safety officer, risk manager or department representative identified a critical issue that saved the organization from a major incident.*

# Frontline Employees

- Often the first to notice potential risks or hazards in the workplace.
- Play a vital role in identifying and reporting risks to their supervisors.
- Must follow established safety procedures and comply with relevant policies and regulations.

*Can you share an example of a frontline employee identifying a safety risk that might have been overlooked by others?*

*What steps have you taken to empower employees to take safety responsibilities?*

# Personal Accountability in Risk Management

- Every employee contributes to risk management by taking personal responsibility.
- Personal accountability includes reporting hazards, following safety protocols, and being proactive about workplace safety.

*How can employees be encouraged to take personal responsibility for identifying and managing risks?*

# Collaboration and Communication

- Effective risk management requires open and transparent communication between all levels of the organization.
- Employees should feel comfortable reporting risks to supervisors and managers.
- Collaboration ensures that everyone is aware of potential hazards and that mitigation strategies are well-coordinated.

*Share an example of how communication broke down in a risk management scenario. What were the consequences, and how could it have been avoided?*

- Proper documentation is critical for tracking risks, incidents, and compliance with safety regulations.
- Employees must maintain detailed records of safety inspections, risk assessments, and any reported safety concerns.
- Ensuring compliance with policies reduces legal liabilities and promotes a safe working environment.

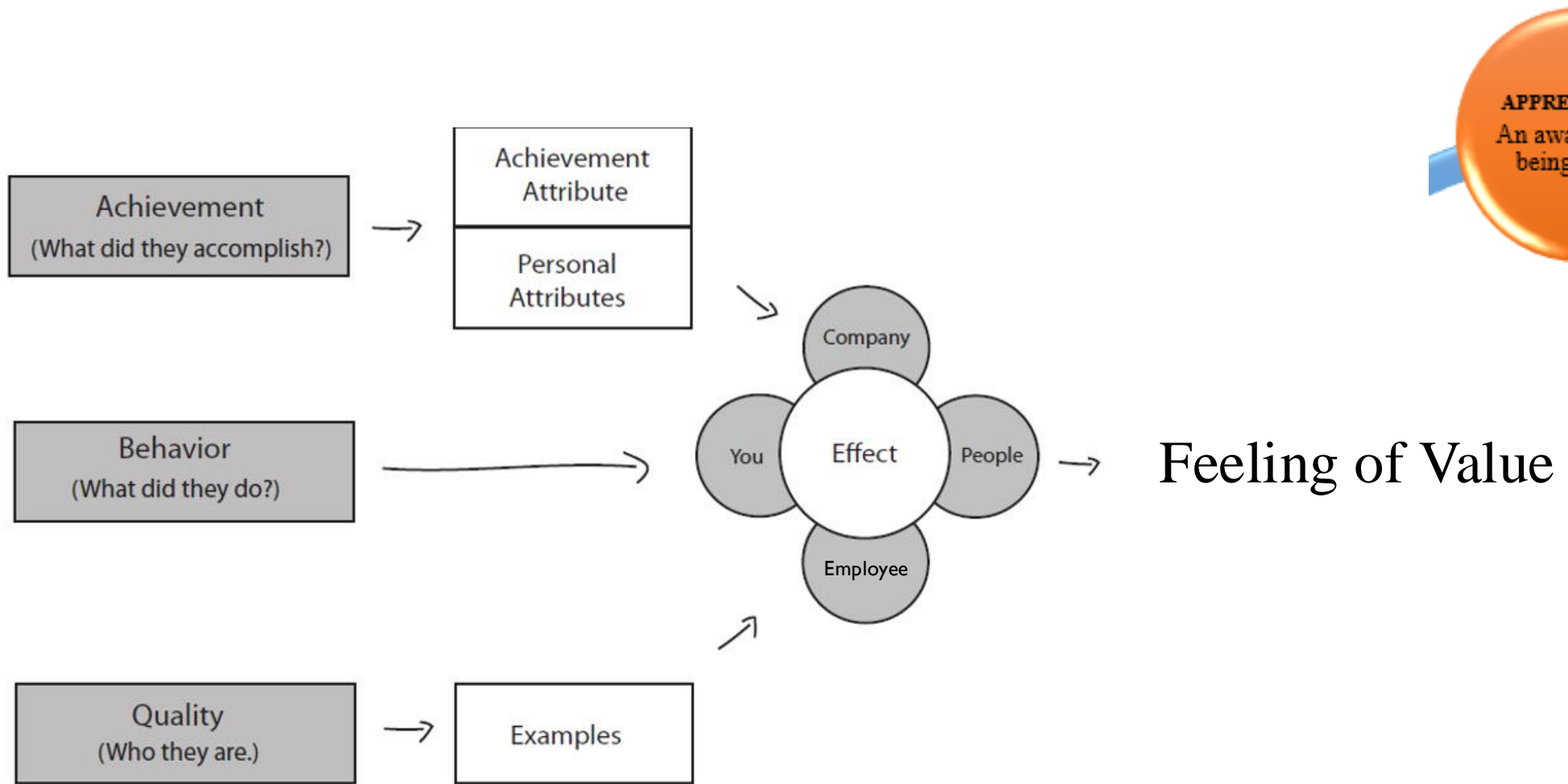
*Why is thorough documentation important in managing risks?*

## Documentation and Compliance

# **Session 3: Engaging Public Sector Employees in Risk Management**

# The Relationship Between Employee Engagement and Risk Management







<p>Who do we serve?</p> <div style="background-color: #e6f2ff; height: 100%;"></div>	<p><b>Paint a Picture</b>          What are some ways you can communicate the second paycheck so that it invokes meaning and emotion?</p> <p>Examples:          You're the reason why... [Paint picture here]          Because of what you do...[Paint picture here]</p> <div style="background-color: #e6f2ff; height: 100%;"></div>
<p>What job is our product or service hired to do?</p> <div style="background-color: #e6f2ff; height: 100%;"></div>	
<p>How do you impact the company/coworkers?</p> <div style="background-color: #e6f2ff; height: 100%;"></div>	



# Tying Paycheck to Purpose



To partner with local government so that Texas communities are stronger together

- **Public Service:** Serving the public good – for the benefit of local governments and their tax-paying citizens.
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# Traits, Work Practices, and Characteristics of a Role Model

## SAFETY AND LOSS CONTROL CONSULTANT



### Development

- Seeks growth and educational opportunities
- Looks for development in new areas
- Learns from attending conferences, training, meetings, and others
- Understands weaknesses and seeks to fill voids
- Pursues certifications/designations
- Conducts research to help prepare



### Job Competency

- Understands the Risk Pool's operations, mission, and core values
- Analyzes territory for emerging trends and issues
- Creates comprehensive and relevant consultation agendas
- Works efficiently and independently
- Meets prescribed timelines
- Influential with Members



### Teamwork

- Engages with Members, team, coworkers, and organization
- Reflects the Risk Pool's mission, vision, and core values
- Participates in joint consultations and meetings
- Creates and evolves relationships with Members and staff in other departments
- Shares knowledge with others
- Considered by others as a resource
- Volunteers for projects to assist others



### Communication

- Clear, concise communicator
- Contributes meaningfully and often
- Assists others
- Openly and regularly communicates with team, supervisor, department
- Clearly communicates goals, intentions, and recommendations
- Responds quickly and with intention
- Seeks guidance from others



### Leadership

- Assumes lead roles without direction
- Emotionally intelligent (self-aware)
- Empathetic
- Earns respect of Members and peers alike
- Makes well-informed decisions
- Exhibits qualities and characteristics of a servant leader



### Adapt to Change

- Embraces new ideas and technology
- Monitors and uses influence and suggestions to evolve
- Contributes ideas for improvements and offers solutions
- Anticipates and responds to change
- Remains flexible and accommodating
- Seeks to make improvement



### Member Service

- Puts Member and Risk Pool interests first
- Thoroughly prepares for consultations and meetings
- Mindfully aware of Member operations and exposures
- Responsive to Member needs and requests
- Efficient and effective



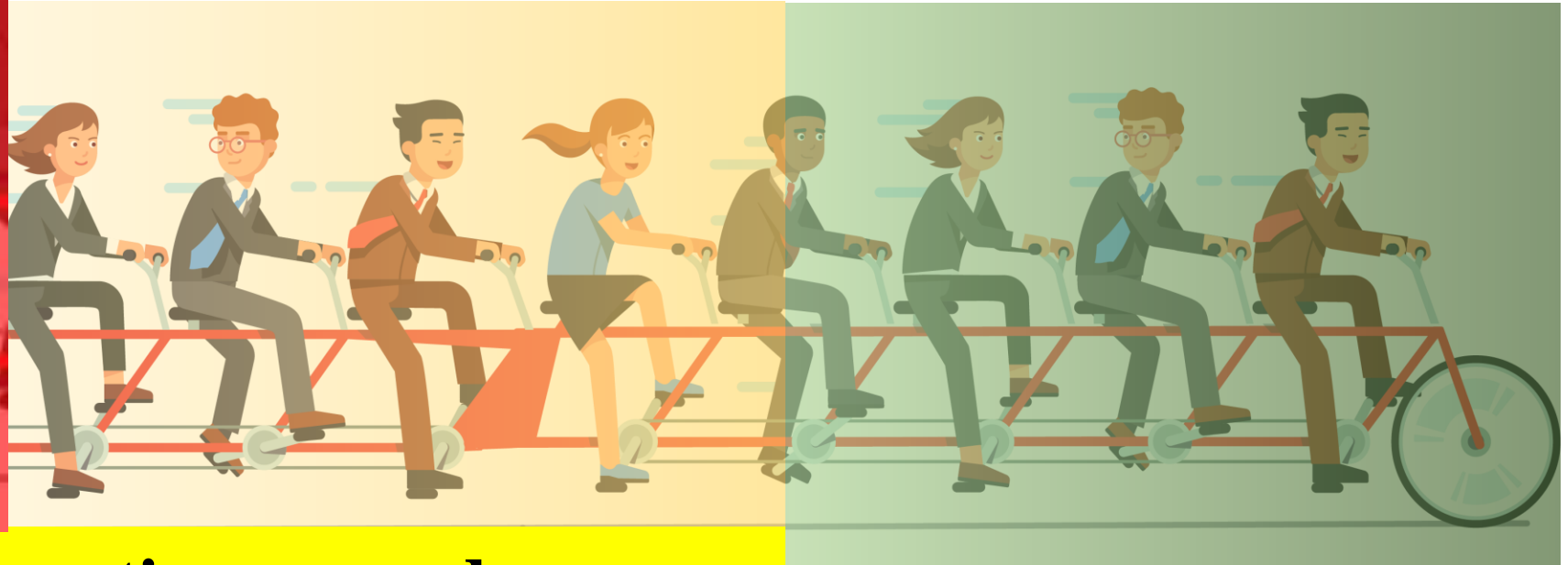
### Other

- Provides thorough, consistent, and timely work products, including reports and property valuations
- Delivers safety meeting and other training presentations to Members
- Respected by peers, coworkers, and Members
- Regularly utilizes identified best practice discussion points



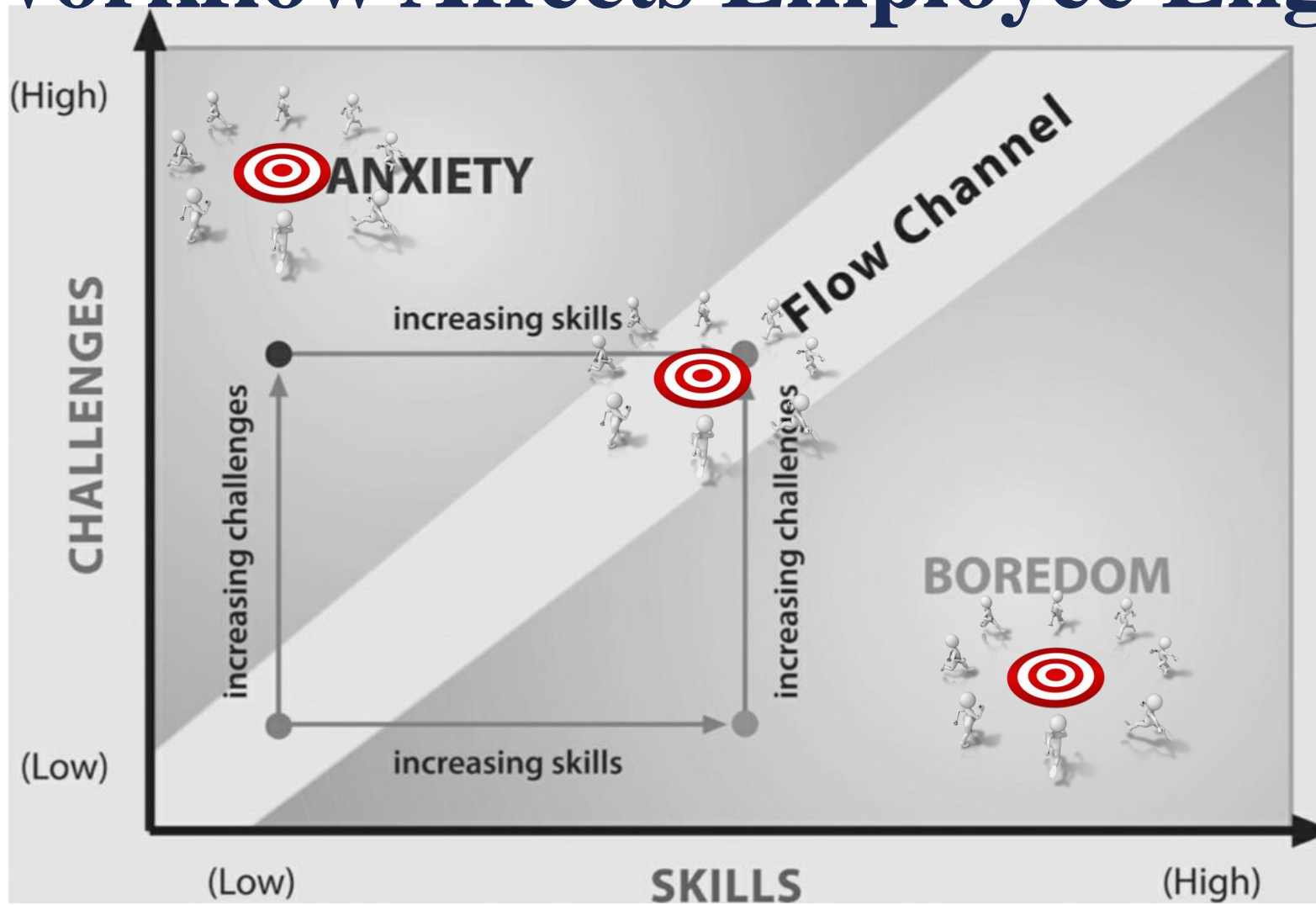
# How Engaged Are Employees?

2024 U.S. Employee Engagement Trend only 31% of employees are engaged in their work



**In a positive or negative sense, do you believe these employees can be leaders?  
Do leaders always have titles?**

# How Workflow Affects Employee Engagement



# What Public Sector Organizations Can Do To Improve Engagement

- Improve communications
- Providing regular feedback of employee performance
- Ensure that employees believe that their opinions count
- Create a more positive work environment
- Implement a new employee onboarding process
- Prepare employees for career growth
- Recognize employee contributions

# 5 Strategies for Creating an Effective Employee Engagement Program

- **Set and communicate the vision**  
(Explain how activities impact goals and create feedback channels)
- **Empower everyone**  
(Give worker's ownership)
- **Activate employees**  
(Make Engagement a sense of belonging and part of your culture so employees are inspired about their work)

# 5 Strategies for Creating an Effective Employee Engagement Program (Cont'd)

- **Get the right technology**  
(Easily accessible technology)
- **Learning and Development**  
(Provide growth through learning for your workforce)

*What quickly derails all of these strategies?*

*A: A supervisor saying “I’m not interested in doing all of this.”*



# The ABC's of Behavior Effect Employee Engagement

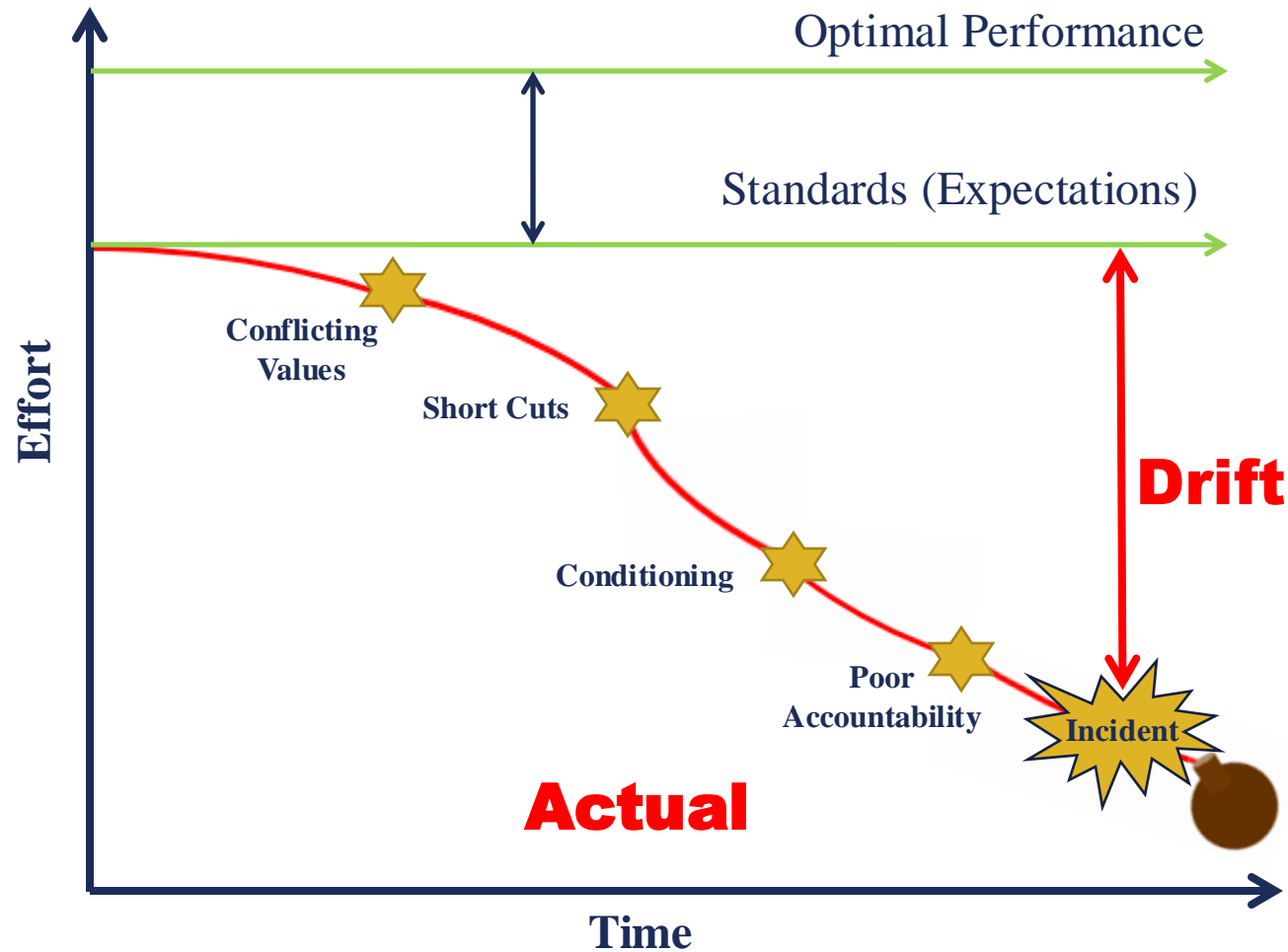
- Types of consequence:
  - Positive reinforcement
  - Negative reinforcement (discipline-PIP)
  - Passive/absent reinforcement



What is the strongest influencer of employee behaviors?

**\*Despite the fact that we rely heavily on antecedents, it is consequences that have the greatest influence on behavior**

# Culture & Its Affect on Safety Employee Engagement



The question often asked following an incident is “how did we get here?”

# Session 4: Safety Leadership

## What, Why, & How

# Safety Leadership is defined as.....

- **Safety Leadership is** “The process of defining the desired state, setting up the team to succeed and engaging in the discretionary efforts that drive the safety value,” which broadly boils down to “engaging in and maintain behaviors that help others achieve our safety goals.

# Safety Leadership plays a crucial role in creating and maintaining a safe public service environment

- Who benefits from this?
  - Employees
  - General Public

*Why so? Please explain.....*

# Key reasons why safety leadership is a critical factor in risk management within public entities?

- **Risk Identification and Early Detection**
  - Safety Leaders are adept at identifying risks early in the process
    - Ex. Regular hazard assessments
  - What are the benefits?
- **Regulatory Compliance**
  - TCEQ
  - TDI

What happens if you are outside compliance?

- **Crisis Management and Incident Response**

- Leaders need to be able to quickly assess severity of issues, activate emergency procedures, coordinate response efforts, and minimize harm.

- **Accountability and Continuous Improvement**

- When leaders hold individuals and teams accountable for their safety practices and performance, it strengthens the organization's overall risk management framework.

- **Enhancing Decision-Making**

- Safety leaders use data and risk assessments to guide decisions. Their ability to analyze risks and make informed decisions ensures that the entity can manage not only immediate hazards but also long-term risks.

- **Building Trust with the Public**

- When safety is prioritized and well-managed, the public perceives the entity as responsible and reliable.
- Negligence in risk management can damage an organization's reputation, undermining its ability to serve its community effectively.

# EXERCISE

Take 15 minutes to write down 12 of your highest safety & risk management priorities for your assigned employees. You can discuss priorities with others at your table if needed.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_

7. \_\_\_\_\_
8. \_\_\_\_\_
9. \_\_\_\_\_
10. \_\_\_\_\_
11. \_\_\_\_\_
12. \_\_\_\_\_



# Monthly Training Identified

**Now...Put Your  
Priorities On A  
Calendar – One  
Per Month**

YEAR:

January						
S	M	T	W	T	F	S

February						
S	M	T	W	T	F	S

March						
S	M	T	W	T	F	S

April						
S	M	T	W	T	F	S

May						
S	M	T	W	T	F	S

June						
S	M	T	W	T	F	S

July						
S	M	T	W	T	F	S

August						
S	M	T	W	T	F	S

September						
S	M	T	W	T	F	S

October						
S	M	T	W	T	F	S

November						
S	M	T	W	T	F	S

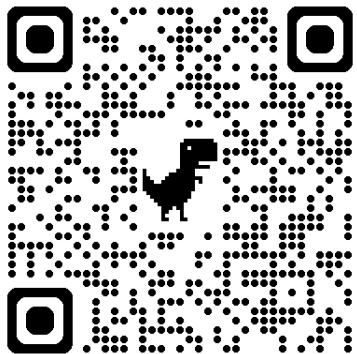
December						
S	M	T	W	T	F	S

# Strategies to Improve Workplace Safety

- Make sure employees know and follow safety rules
- Provide proper orientation and training specific to the job
- Regularly inspect work sites, facilities, vehicles and equipment
- Hold safety meetings
- Make sure equipment is operated only by qualified personnel
- Require employees to use appropriate safety equipment (**PPE**)

**Should supervisors be held accountable for the actions of their employees?**

# Monthly Safety Meeting Topics (SMS Text System)



The TML Risk Pool wants every employee to go home safe, every time. Safety @ Your Finger T.I.P.S. supports that mission.

TML RISK POOL: When mowing the grass or driving the tractor, safety's the key - it's a big factor. Check out how with this TIPS sheet.

<https://info.tmlirp.org/hs/m/rybCzb7mPM>

Text STOP to opt out



EXAMPLE TEXT



T.I.P.S. sheets  
make great  
“Tailgate” or  
“Toolbox” safety  
meeting tools!



Loss Prevention  
**T.I.P.S.**  
Together Improving Processes & Safety

## Tractor & Mower Safety

A Risk Pool Member employee (who had been employed for less than a year) was alone and mowing wet grass on an incline above a creek. Sadly, she drowned in just a few inches of water after being pinned by the mower as it slid down the hill. This incident clearly shows that riding mowers and tractors can be dangerous. Of course, teaching employees how to safely operate mowers can easily prevent most accidents. The tips listed below can keep your employees safe when mowing.



### Training:

Every employee should be trained prior to operating a tractor or mower of any kind. Training should include the operation, maintenance, limitations, guards, and warnings related to the equipment being used. Employees should read and be familiar with the owner/operator manual for equipment being used, as operations and characteristics may vary.



### Personal Protective Equipment (PPE):

Operators should always use the required PPE, including hearing protection, safety glasses, and suitable footwear. They should avoid wearing jewelry and loose clothing and should protect hair from becoming entangled in the machinery.



### Site Assessment:

Operators should always survey the terrain for hazards prior to mowing. This will help identify obstacles such as large rocks, tree stumps, soft or wet spots, and other hazards. Roadways can pose particular challenges – operators should know their work zone, traffic safety rules, and wear appropriate PPE, including reflective vests.



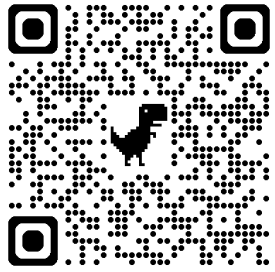
### Slopes & Roll Over Protection Structure (ROPS):

Operators should always evaluate the slope and terrain to ensure safety, and mowers generally shouldn't be used on slopes of more than 15 degrees. Areas that present roll-over risk include wet surfaces, slopes, areas near drop-offs, retaining walls, unprotected ditches, excavations, and bodies of water. ROPS-equipped mowers should also be equipped with seatbelts, which should always be worn.

### Additional Resources

- Texas Department of Insurance [Riding Lawnmower Safety Fact Sheet](#)
- [American National Standard for Commercial Turf Care Equipment - Safety Specifications](#). American National Standards Institute (ANSI). Available for purchase at [www.ansi.org](http://www.ansi.org)
- OSHA - [Dangers of Roll-Overs of Riding Mowers](#)
- [TMLIRP Media Library](#)
  - Right-of-Way Mowing Safety (DVD) Disk #679
  - Safety Procedures for Lawn Mower Operations (DVD) Disk #113
- TMLIRP Safer in Seconds Series: [Preventative Maintenance – Zero Turn Mowers](#)

# Together Improving Processes and Safety (T.I.P.S.) Sheet Program



Studies have shown that frequent workplace safety discussions save lives, prevent injury, and protect property. The discussions should be short, succinct, and simple to understand.

The T.I.P.S. Sheet Program to provides a template for Members' staff to have those discussions and show that the Member has a culture of safety in the workplace.



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- OSHA - [Dangers of Roll-Over of Riding Mowers](#)
- [TMLIRP Media Library](#)



“Training Video Now” – a **streaming** “rental” platform designed to support video-based training. This service allows for the streaming of video content on a variety of safety and other topics.

Stream up to **three** different titles per month, with a **14-day** viewing period in which the video can be viewed as many times as needed.



Many titles available in both English and Spanish.

## The R.O.A.D. Ready Initiative

Pledge to take part in R.O.A.D. Ready by signing up, spreading the message by sharing your success stories, and becoming an advocate for local government employees. #BeROADReady!



R.O.A.D. Ready is a Risk Pool program designed to save lives, prevent injuries, and protect property by raising Member awareness of dangers on and near roadways.

# Closing Self Evaluation: How Do You Rate Yourself On These Activities?

- **Risk Identification:** Recognizing and listing potential risks that could affect the project, process, or organization.
- **Risk Assessment:** Analyzing the identified risks to determine their potential impact and the likelihood of occurrence.
- **Risk Prioritization:** Ranking the risks based on their severity and probability, helping to focus on the most critical risks.
- **Risk Evaluation:** Evaluating the consequences of each risk and deciding whether the risk is acceptable or needs mitigation.
- **Risk Treatment (Mitigation):** Developing strategies to reduce or eliminate the identified risks, such as applying controls or preventive measures.
- **Risk Monitoring:** Continuously tracking the risks to ensure that mitigation strategies are working and identifying any new emerging risks.
- **Risk Control Implementation:** Putting in place the mitigation actions, processes, or systems to minimize risk exposure.
- **Risk Communication:** Ensuring that all stakeholders are informed about risks, their potential impacts, and the strategies in place to manage them.
- **Risk Review:** Regularly reviewing the risk management process to ensure it remains effective, updating plans and strategies as needed.
- **Risk Documentation:** Keeping a record of all risks, actions taken, and outcomes, which helps improve future risk management practices and decisions.



# Thank You

Please fill out an evaluation, your input is appreciated