



**iirsm**

**TRAINING**

MANAGING  
**RISK**  
THE ESSENTIALS

How to Become an IIRSM  
Approved Training Provider  
**Guidance & Information**

#KNOWLEDGE #SKILLS #CONFIDENCE

# Contents

Introduction to guide	3
Target audience	3
Course structure and learning objectives	4
Licence agreement	5
Course materials	6
Tailoring course materials	6
Delegate workbook and resources	7
Trainer guidance	7
Trainer approval process	7
Nominated person	7
Course administration	8
Course promotion and marketing	8
Quality assurance	9
Fees payable	11
Submitting your application	11
Appendix 1: Course syllabus and timetable	12
Appendix 2: Trainer criteria	14

# About IIRSM

IIRSM is a professional membership organisation for those responsible for managing risks in all their forms. Our vision is a future where people live and work in a safer, healthier and more sustainable world.

We're independent and speak freely, championing risk management to drive positive change for both employee and organisational wellbeing. We do this through setting standards, connecting people and organisations, and providing practical education, training, advice and resources.

Our community of members, in more than 90 countries is united around a common desire to use risk management to make better decisions in business, both in operations but also strategically too.

Our members work in all areas of risk, at every level, playing a vital role in keeping people and organisations safe, healthy and resilient. We support their development through the IIRSM Risk Management and Leadership Competence Framework which underpins our membership and training and development activities.

IIRSM strongly believes that everyone is responsible for managing risks and should have the skills to be able to do so. Organisations need cultures where risks are openly discussed, challenged, and escalated. And the benefits of being competent to manage risk equally applies to big business and small organisations in all industries.

# Introduction to this guide

This guide is to be used by approved training providers of the one-day IIRSM training course Managing Risk – The Essentials. Only those that have an IIRSM licence can deliver the course.

The approved training provider must have a main contact who is responsible for the ownership of this licence and relationship with IIRSM. The main contact will be provided with administrator access to IIRSM's Course Management System (CMS), where access to the course materials will be provided and course administration managed. They must also have a nominated person, who must as a minimum, be an Associate member of IIRSM who has the experience, knowledge and authority within the organisation to oversee and manage all activities relating to the course and its delivery.

However, a training provider can have several trainers who are approved to deliver the course. It is vital that only suitably qualified and experienced trainers deliver the course, and they must also be at least an Associate member of IIRSM.

## Target audience

The course is suitable for anyone wishing to understand how risk management is not just about avoiding failure or being compliant but is also about ensuring success for the future – it's opportunity as well as threat management. It is suitable for individuals at every level, in any organisation of any size, in any sector anywhere in the world.

Delegates won't become risk experts, but they will learn the essential skills needed to be able to identify, manage and communicate the risks that matter in their area of responsibility and the impact of their decisions on the rest of the organisation. Managing Risk – The Essentials makes a compelling case to why risk management practice needs to be an integral part of strategy setting, business planning and day to day operations, no matter the business area.

Typically, but not limited to, the target audience includes:

- Anyone who manages risk.
- Those starting a career in risk management.
- Managers working in a risk-related disciplines including, but not limited to, health and safety, compliance, business continuity, resilience, environmental management, insurance, quality management, security etc.
- Risk champions.
- Project managers.
- Managers responsible for implementing systems of governance and change.
- Business owners looking to improve their performance and resilience.
- Managers in small/medium sized enterprises with many different roles/risks to juggle.
- Individuals simply looking to learn how risk management can help them do their job better.

# Course structure and learning outcomes

The course is one day (6 hours excluding breaks) and is designed for use across all sectors. The course is interactive with many real-world examples, group exercises, case studies and take-aways. Training providers must use examples and case studies relevant to the delegate group being trained. See **section 7 Tailoring course materials** for more information.

The course is underpinned by ISO 31000, the global risk management standard.

## Course learning outcomes

By the end of the course, delegates should be able to:

1. Use risk management to improve their decision making.
2. Analyse how the external world and their own organisation drive achievement of their objectives and how they can influence their impact.
3. Apply practical tools to assess and manage risk.
4. Learn about effective risk communication.
5. Understand the critical importance and role of people and culture.
6. Implement a risk management system for resilience and growth.



# Licence agreement

The licence agreement must be signed by the training provider on application. Following receipt of a completed application and payment, should the application be successful we will return a countersigned licence agreement to the training provider. You can request a copy of this from [training@iirsm.org](mailto:training@iirsm.org) prior to applying. The training provider will also be given access to IIRSM's Course Management System (CMS) where they will access course materials and where course administration is managed.

Training providers that fail to adhere to the conditions of the licence or fail to follow set processes, may have their licence terminated or suspended until IIRSM is satisfied that corrective action has been taken.

All trainers must maintain their membership of IIRSM for the duration of the licence agreement.

Training provider status and the licence agreement is not transferrable from one organisation to another. However, an approved training provider can deliver courses through a third-party training organisation.

Where this is needed, the training provider must contact IIRSM at least 3 weeks in advance of scheduled training to gain approval, prior to any courses being delivered through a third party.

It is the responsibility of the IIRSM approved training provider to ensure that any third-party provider meets and adheres to the same licence conditions of that of the approved training provider. Also, any trainers the third-party wishes to deliver the course, must be pre-approved by IIRSM at least three weeks in advance of any scheduled training.

On receipt of the signed licence agreement and fees, a training provider will be sent a welcome pack and confirmation of their status as an approved training provider for one year, as well as their unique training provider number and their dedicated Approved Training Provider logo to be used on marketing and promotional materials.



# Course materials

The course is designed to deliver a practical and engaging experience, using real-world case studies, short bursts of content delivery, video, and group discussions/exercises. The experience is not only an enjoyable one, but learners will gain invaluable new knowledge and skills. They will learn a broad understanding of the benefits, principles and processes involved in risk management and discover how, by taking an integrated approach, they can minimise threats, maximise opportunities and prepare for the unexpected. Appendix 1 provides a suggested course timetable.

The course materials are delivered via IIRSM's Content Management System (CMS) and include:

- Course presentation
- Electronic version of the delegate workbook, including slides, case studies and resources
- Trainer guidance

The group exercises will need to be adapted by the trainer to the needs of the delegates attending.

# Tailoring course materials

IIRSM places the following conditions on tailoring the standard course materials. Training providers will have the ability to add up to five slides to the course and remove up to five slides. However, any changes made must not impact on the overall course learning outcomes.

## Changes allowed to course materials for specific in-house courses

Training providers are permitted to make the following changes:

- Adding company/industry specific statistics, policies, photos, videos and case studies.
- Extending the course to cover any specific in-house company materials or group exercises and activities.
- Replacing group exercises, examples and case studies with others more suited to the group. However, they must meet the course learning outcomes.
- Including points of facts to reflect recent changes and new developments in risk management e.g., changes in legislation, updated standards and codes.

## Changes allowed to course materials for public courses

Training providers can make the following changes:

- Replace group exercises, examples and case studies more suited to a delegate group, however, they must meet the course learning outcomes.

- Include points of facts to reflect recent changes and new developments in risk management e.g., changes in legislation, updated standards and codes. Especially where required to make the course specific to local markets.

## Changes not permitted

- Course branding must be retained, and the training provider can only use their dedicated Approved Training Provider logo.
- Any material changes other than those set out above are not permissible.

## Permanent changes

The training provider will have to get explicit agreement in writing from IIRSM if it wants to make more permanent changes to a course, especially to meet local market needs. These changes will need to be outlined and provided to IIRSM prior to any changes being made to the original course materials supplied. In these cases, a fee is payable by the training provider to IIRSM for the review and approval of changes. You will need to contact the team to discuss your requirements.

# Delegate workbook and resources

The delegate workbook contains course materials consisting of course slides, case studies, additional resources and reading and information about IIRSM. Space is also included for delegates to make their own notes. All delegates must be provided with a full copy of the delegate workbook to use during the course and to take away as reference material afterwards. You will need to place your order for delegate workbooks at least 3 weeks in advance of a scheduled training date and make payment at least 2 weeks in advance of a scheduled training date, by emailing [training@iirsm.org](mailto:training@iirsm.org).

# Trainer guidance

The trainer guidance provides information on how to deliver the course, main learning points to be covered, course slides and accompanying notes, case studies and additional resources and guidance on where slides can be amended for the purpose of meeting the needs of specific groups of delegates.

# Main Contact

The approved training provider must have a main contact who is responsible for ownership of the licence and relationship with IIRSM. They will be provided with administrator access to IIRSM's CMS so they view the course materials and manage the administration of the courses.

They do not need to be a member of IIRSM, unless they are also acting as the nominated person and/ or a trainer.

# Nominated person

The training provider must have a nominated person who must be, as a minimum, an Associate of IIRSM and who has the experience, knowledge and authority within the organisation to oversee and manage all activities relating to courses and their delivery.

IIRSM must be notified immediately if the nominated person lets their IIRSM membership lapse, or they are no longer responsible for overseeing the relationship or are no longer employed by the training provider. The training provider is responsible for ensuring a suitable replacement is recruited as soon as possible.

# Trainer approval process

It is important that all trainers delivering the course are suitably qualified and as a minimum, must be an Associate member of IIRSM. All trainers must be approved by IIRSM before they can deliver any courses. Therefore, applications need to be received well in advance of any proposed courses the trainer wants to deliver. It can take IIRSM up to 3 weeks to approve a trainer. See Appendix 2 for Trainer Approval Criteria.

Approved trainers will receive a certificate confirming their status and they will be given access to IIRSM's CMS, where they can access the course materials and view and amend delegate information for their scheduled course dates.

# Course administration

The following summarises the course administration process, from the point a training provider is ready to start delivering courses.

## **Step 1 – Course notification**

The training provider must add course dates to the IIRSM CMS as soon as they are known and send IIRSM an email to say these have been added, together with a URL to the relevant web page on their website that should be linked to from the IIRSM website. This will avoid any delays in IIRSM promoting the courses on its website.

## **Step 2 – Joining instructions**

All booked delegates should be sent clear joining instructions, together with the pre-course work.

## **Step 3 – Course delegates**

The training provider or trainer must add all delegate details to the IIRSM CMS prior to any course. After each course, the training provider must confirm who attended and who requires a certificate via the CMS.

## **Step 4 - Issuing certificates**

On receipt of all delegate names and certificate payment, a IIRSM certificate will be produced (digital or physical) depending on what is requested by the training provider. A certificate must be distributed to every delegate who completes the course.

Each certificate is uniquely referenced and assigned to a specific delegate.

Where physical certificates are required, the training provider will be responsible for covering any courier costs for the certificates to be sent to the agreed designated registered office. The training provider must countersign all certificates and send these to each delegate within 2 weeks of receiving the same from IIRSM.

No other certificates are permitted to be sent to delegates for the course under the terms of the Licence Agreement.

# Course promotion and marketing

## **Approved Training Provider logo**

An Approved Training Provider logo will be provided which demonstrates that the training provider is approved to deliver the course and the duration of their approval. The logo must be added to all promotional material such as brochures and webpages for the course.

## **IIRSM website – promoting your courses**

The training provider and course dates will be added to the IIRSM website during the period of approval. The entry will include a link to the organisation's website and company logo.

## **Promoting IIRSM membership to your delegates**

Delegates who complete the Managing Risk – The Essentials course are eligible to receive a discount on IIRSM membership, a benefit which should be promoted in your marketing of the course. A promotional flyer will be provided that can be distributed to delegates.

# Quality assurance

The nominated person must ensure quality control policies and processes are continuously met. As a minimum, we require you to have:

- Standard terms and conditions, including a clear refund and cancellation policy.
- A data protection policy.
- A complaints policy.
- Evidence that you ask delegates for feedback on courses. See below.
- A process to continuously review trainers, delivery facilities and the learning experience to ensure they satisfy customers' needs and meets IIRSM standards and those expected from industry peers.

## Delegate feedback

Training providers must collect feedback from all delegates. It is important we receive feedback as it enables IIRSM to review the trainer's delivery and to gain delegate input for potential future improvements to the course.

Feedback must capture the following:

- Quality of course content and structure
- Trainer knowledge, expertise and delivery
- Clarity of delegate instructions e.g., joining instructions
- Quality of facilities

Training providers are responsible for:

- Ensuring all delegates are provided with a feedback form/survey
- Encouraging delegates to complete the feedback form/survey
- Collating and analysing feedback
- Forwarding feedback forms/survey results to IIRSM on request
- Keeping feedback from delegates for a period of six months after each course

## Suitability of facilities

It is the responsibility of the training provider to ensure all facilities and venues used for the delivery of the course are suitable and accessible. As a minimum, they must:

- Be of an adequate size, location and equipped appropriately for the needs of the delegates attending.
- Meet the legal and safety requirements of the country the training is being delivered in.

## Trainer to delegate ratio

As this is an interactive course with lots of group work, we recommend the maximum number of delegates is 18.

## Quality assurance assessor

A training provider can be selected for an IIRSM representative, upon reasonable notice, to attend a course for the purposes of assessing the trainer and delivery of the course. However, from time to time, IIRSM also has the right to attend courses without prior notice to assess the quality of training delivery.

The training provider also agrees to a quality assurance assessor, upon reasonable notice, to carry out a quality assurance audit, including reasonable access to records and documents relating to its relationship with IIRSM, trainers, delivery and administration of courses. This may include attending the training provider's premises.

IIRSM will provide a report to the training provider summarising any findings and feedback from the audit and the assessment of any course delivery.



# Fees payable

DESCRIPTION	FEE PAYABLE
Course purchase price and first year's licence .....	£1150
Hardcopy delegate workbook.....	£12
Certificate fee .....	£8 digital / £10 physical certificate
Train the trainer fee (attendance at Managing Risk - The Essentials) .....	£ see <a href="http://www.iirsm.org/managingrisk">www.iirsm.org/managingrisk</a>
Train the trainer (trainer assessment) .....	£175
Annual renewal licence fee .....	£200
IIRSM membership fees .....	£ dependent of membership grade
Courier fees for certificates and workbooks.....	£ dependent on size/weight of package

VAT will be added to fees where applicable.

# Submitting your application

We require electronic copies of all relevant documentation to be submitted to [support@iirsm.org](mailto:support@iirsm.org)

Due to file size restrictions, we recommend submitting applications via Dropbox, WeTransfer, or other secure FTP services.

You are required to submit a completed Training Provider Approval Application Form, a signed Licence Agreement and a Trainer Application Form for any trainers that you want to deliver the training, together with any relevant certificates, CVs and other documentation.

We also require a copy of your organisation's standard terms and conditions including refund and cancellation policy, data protection policy and complaints procedures. Plus any additional information you believe will assist us in conducting our review.

A checklist of items required to support your application can be found in the Training Provider Application Form.

Once a completed application has been received, we will raise an invoice for the course fee and the approval process will start once payment has been made. We will aim to complete the approval process within 4 weeks and will keep you up to date on progress. For information on our refund policy, see: [www.iirsm.org/become-iirsm-training-provider](http://www.iirsm.org/become-iirsm-training-provider)

# Appendix 1: Course syllabus and timetable

<b>Pre-course work for delegates</b>	<p>Each delegate prior to attending the course will be required to do some pre-course work. This includes:</p> <ul style="list-style-type: none"> <li>• Familiarising themselves with the Blockbuster case study and identifying the threats and opportunities to the company.</li> <li>• Finding out if their organisation has a Risk Policy and familiarising themselves with it.</li> <li>• Considering the top three threats and opportunities flowing from a migration to self-driving cars.</li> </ul>	
<b>Course sections</b>	<b>Syllabus content</b>	<b>Suggested timings</b>
Principles of risk management and how to improve your decisions	<ul style="list-style-type: none"> <li>• Understand the nature of risk</li> <li>• Distinguish between uncertainty, hazard and risk, and between threats and opportunities</li> <li>• Learn about the origins of risk management</li> <li>• Apply risk management to improve your decision making in a range of organisational settings</li> <li>• Examples of risk – strategic, financial, operational and hazard</li> <li>• Risk and reputational impact</li> <li>• New risk trends for today's world:               <ul style="list-style-type: none"> <li>• Simple and complex systems</li> <li>• Speed of risk</li> <li>• Emerging and difficult to perceive risks</li> <li>• Extended enterprises</li> </ul> </li> <li>• ISO31000 – the global risk management standard</li> </ul>	Slides 1-43 9am – 10.30am
<b>10.30 am BREAK</b>		
Impact of the external world and your internal organisation	<ul style="list-style-type: none"> <li>• Introduction to the risk management process – Scope, Context and Criteria</li> <li>• Internal and external factors</li> <li>• Techniques for analysis of your organisation's environment</li> <li>• PESTLE</li> </ul>	Slides 44-50 10.45am – 11.15am

Course sections	Syllabus content	Suggested timings
Practical tools to assess, manage and communicate risk	<ul style="list-style-type: none"> <li>• Risk assessment process</li> <li>• Practical tools and techniques to identify, analyse and treat risk</li> <li>• Managing residual risk</li> <li>• Recording, reporting, communicating and consulting on risk</li> <li>• Risk registers, matrices and their restrictions</li> <li>• Avoiding the traps</li> <li>• Mental shortcuts or heuristics</li> <li>• Interpreting statistics</li> </ul>	Slides 51-84  11.15am – 1.00pm
<b>1 pm LUNCH</b>		
Frameworks for risk management implementation	<ul style="list-style-type: none"> <li>• The risk management frameworks and policies</li> <li>• Risk appetite and business objectives</li> </ul>	Slides 85-90  1.45pm – 2.15pm
Risk management and management systems	<ul style="list-style-type: none"> <li>• Aligning risk management with management system standards</li> <li>• Organisational resilience and sustainability</li> </ul>	Slides 91-96  2.15pm – 2.45pm
<b>2.45 pm BREAK</b>		
Critical importance and role of people and culture	<ul style="list-style-type: none"> <li>• Culture, behaviours, values – and risk</li> </ul>	Slides 97 -102  3.00pm – 4.00pm
Course review and questions		Slides 103-108  4.00pm – 4.30pm

# Appendix 2: Trainer criteria

A trainer application form must be completed by all trainers who wish to deliver IIRSM's Managing Risk – The Essential course.

Managing Risk- The Essentials is a risk management course, so if your qualifications or experience are in a specialist area such as health and safety, you will need broader risk management experience to be able to deliver this course.

The following is required as a minimum.

At least an Associate member of IIRSM, PLUS:

## TECHNICAL KNOWLEDGE/ EXPERIENCE

- An organisational risk management qualification (e.g. the IIRSM NEBOSH Certificate in Managing Risk) at least at Level 3\*

OR

- A risk related qualification (e.g. health and safety, environment, business continuity) at least at Level 3 \*plus statements of professional competence demonstrating your understanding and experience of risk management.

OR

- Minimum of 5 years' risk management, risk related or leadership experience, plus statements of professional competence demonstrating your understanding and experience of risk management.

AND

## TRAINING KNOWLEDGE/ EXPERIENCE

- A training qualification at Level 3\* plus 2 years' substantial training experience

OR

- At least three years' substantial training experience

AND

## PROFESSIONAL DEVELOPMENT

- Commitment to professional development, including ensuring technical knowledge, world affairs, legislation and best practice understanding are continually evolving.

*\* on the Qualification Framework of England and Wales or equivalent*

An up-to-date CV and qualification certificates must be provided. Any information provided to support a trainer application will be verified, so by providing this information trainers are consenting to IIRSM contacting appropriate third parties.

## Train the trainer

There are two types of train the trainer. One focuses on ensuring the trainer has sufficient technical knowledge and experience. The second focuses on training knowledge and experience. A potential trainer may be required to undertake both or one part.

1. Technical knowledge and experience – where a trainer only partly meets the training knowledge/ experience, IIRSM can insist the trainer attends the course (run by IIRSM) prior to being approved.
2. Training experience – where a trainer only partly meets the training knowledge and experience, we require a trainer to deliver a section of the course to the developer and an IIRSM representative, for review.

Additional charges are payable for both types of train the trainer.





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## Contact us

For any questions, please contact us

email: [support@iirsm.org](mailto:support@iirsm.org)

phone: +44 (0)20 8741 9100

[www.iirsm.org/become-iirsm-training-provider](http://www.iirsm.org/become-iirsm-training-provider)



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