



Nové trendy v riadení rizík - prístupy, rámce, metodiky a ich porovnanie

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*e*FOCUS

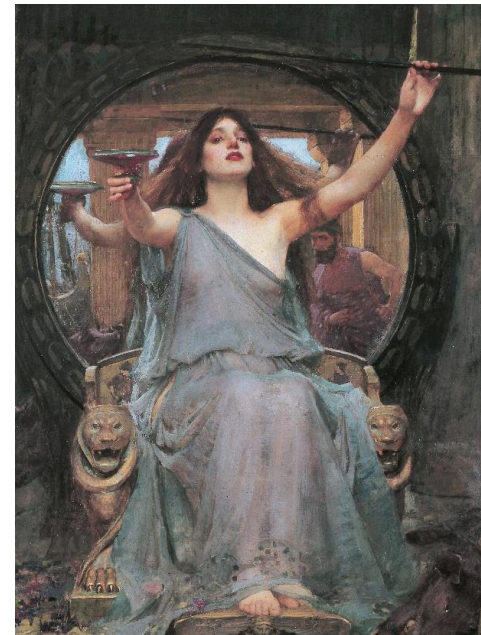
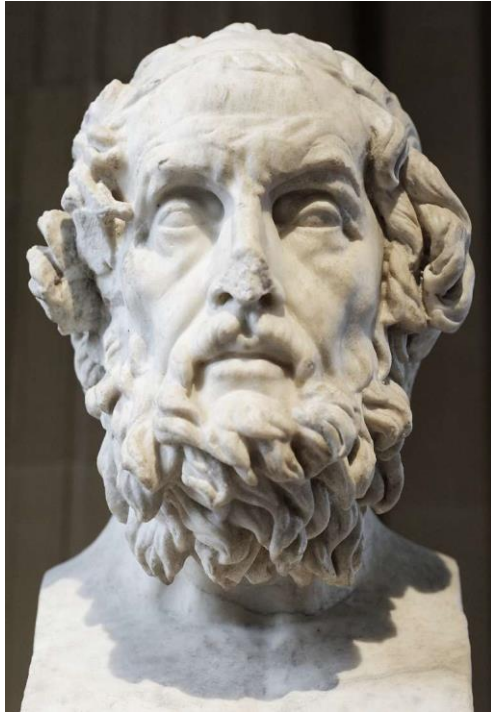
Risk & Opportunity Day 2016, Bratislava, hotel Holiday Inn, 21.4.2016

Agenda

- Odyseus vs Scyllia
- Čo prosím? - vymedzenie základných pojmov
- Pravidlá vs. Norma vs. Správna prax
- Riadenie rizík podľa modelu M_o_R
- Riadenie rizík podľa štandardov ISO
- Riadenie rizík podľa modelu FMEA
- Riadenie rizík podľa modelu BASEL

Homér a Odyseus

Odyseus a Kirké



Odyseus, Scylla a Charybdis



Messinská úžina



Odyseus, Scylla a Charybdis



Odyseus, Scylla a Charybdis



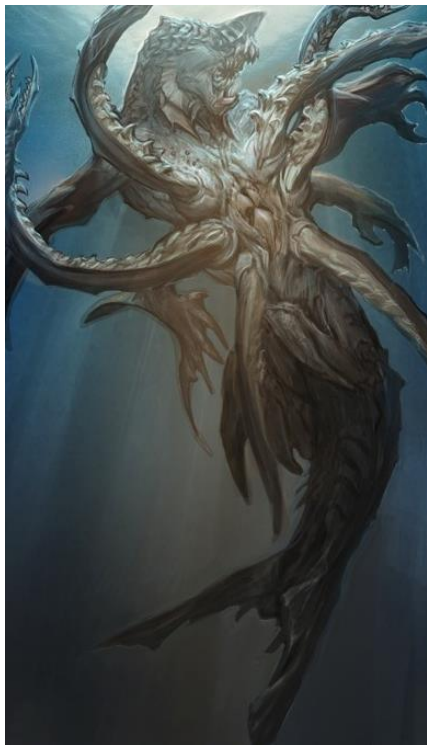
Odyseus, Scylla a Charybdis



Odyseus, Scylla a Charybdis



Odyseus, Scylla a Charybdis



Odyseus, Scylla a Charybdis



Scylla

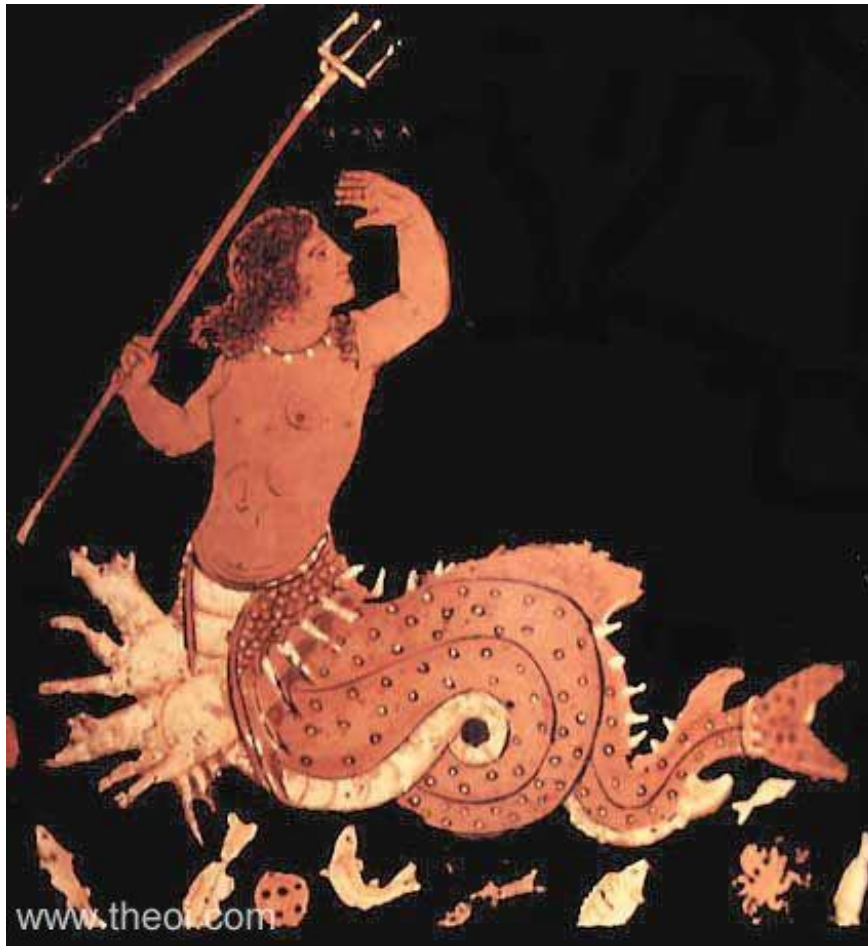
scyl·la

a female sea monster who devoured sailors when they tried to navigate the narrow channel between her cave and the whirlpool Charybdis

Odyseus, Scylla a Charybdis



Odyseus, Scylla a Charybdis



Etymológia pojmu Risk (a)

Pôvod termínu Risk je možné odvodiť z klasickej gréčtiny – od slova **ρίζα**, čo znamená **koreň**

- V gréčtine navigačný termín **rhizikon, rhiza**, ktorý významovo znamenal “koreň, skala, pevná pôda” a slúžil ako metafora pre “prekážky na mori, ktorým sa treba vyhnúť”.
- V latinčine a vulgárnej latinčine **resicum, risicum, riscus** vo význame útes
- V taliančine **risco, riscio** (súčasný **rischio**) odvodené od **riscare** „ide do nebezpečenstva“

Etymológia pojmu Risk (b)

- V stredovekej nemčine **Rysigo** v roku 1507 v obchodnom význame “odvážiť sa, podniknúť, podnikáť, dúfať v ekonomický úspech”
- Vo francúzštine prvýkrát v roku 1660 **risqué**
- V angličtine prvýkrát v roku 1728
- V španielčine **riesgo**, pôvod z taliančiny
- V modernej nemčine **Risiko**, pôvod z taliančiny
- **Risk factor** prvýkrát zaznamenaný v roku 1906
- V tvare **Risk** prvýkrát zaznamenaný v roku 1942
- **Risk management** prvýkrát zaznamenaný v roku 1963

opportunity

An uncertain event that would have a favourable impact on objectives or benefits if it occurred.

risk

An **uncertain event** or set of events that, should it occur, will have an effect on the achievement of **objectives**. A risk is measured by a combination of the **probability** of a perceived **threat** or **opportunity** occurring and the magnitude of its **impact** on objectives.

impact

Impact is the result of a particular threat or opportunity actually occurring.

threat

An uncertain event that could have a negative impact on objectives or benefits.

probability

This is the evaluated likelihood of a particular threat or opportunity actually happening, including a consideration of the frequency with which this may arise.

business risk

Failure to achieve business **objectives/benefits**.

operational risk

Failure to achieve **business/organizational** objectives due to human error, system failures and/or inadequate procedure and controls.

programme risk

Risk concerned with transforming high-level **strategy** into new ways of working to deliver benefits to the organization.

project risk

Project risks are those concerned with the successful completion of the **project**. Typically these risks include personal, technical, cost, schedule, resource, operational support, quality and supplier issues.

Metodika vs Štandard vs BP

Methodology

- **Set of guidelines** or principles that can be tailored and applied to a specific situation. In a project environment, these guidelines might be a list of things to do.
- **Specific** approach, templates, forms and even checklists used over the project life cycle.
- A **series of steps** through which the project progresses.
- A **collection of methods**, procedures, and standards that define a synthesis of engineering and management approaches designed to deliver a product, service, or solution.
- An **integrated assembly** of tasks, techniques, tools, roles and responsibilities, and milestones used for delivering the project.

Standard

- A document that provides **requirements**, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose
- We know different world-wide known and accepted standards such as IEEE, IEC, ISO etc.
- **ISO Standard** is a normative document, developed according to consensus procedures, which has been approved by the ISO membership
- ISO develops the following deliverables:
 - **standards,**
 - **specifications,**
 - **technical report,**
 - **guide.**

Best Practice

- A best practice is a technique or methodology that, through **experience** and research, has been proven to reliably lead to a desired result.
- A set of guidelines, ethics or ideas that represent the **most efficient** or prudent course of action. Best practices are often set forth by an authority, such as a governing body or management..
- A best practice is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a **benchmark**.
- The **best known method**, technique or proven processes used to achieve an end goal.
- The method that is believed to be **more effective** at delivering desired outcome than any other method

História ISO

ISO (International Organization for Standardization) is the world's largest developer of **voluntary** International Standards. International Standards give state of the art specifications for products, services and good practice, helping to make industry more efficient and effective.

The conference of national standardizing organizations which established ISO took place in London from **14 to 26 October, 1946**. 65 delegates from 25 countries meet to discuss the future of International Standardization. In 1947, ISO officially comes into existence with 67 technical committees (groups of experts focusing on a specific subject).

ISO was born from the union of two organisations:

- **ISA (International Federation of the National Standardizing Associations)**, established in New York in 1926, and administered from Switzerland.
- **UNSCC (United Nations Standards Coordinating Committee)**, established only in 1944, and administered in London.

História ISO



The conference of the national standards bodies at which it was decided to establish ISO took place at the Institute of Civil Engineers in London from 14 to 26 October 1946. Twenty-five countries were represented by 65 delegates.

História ISO



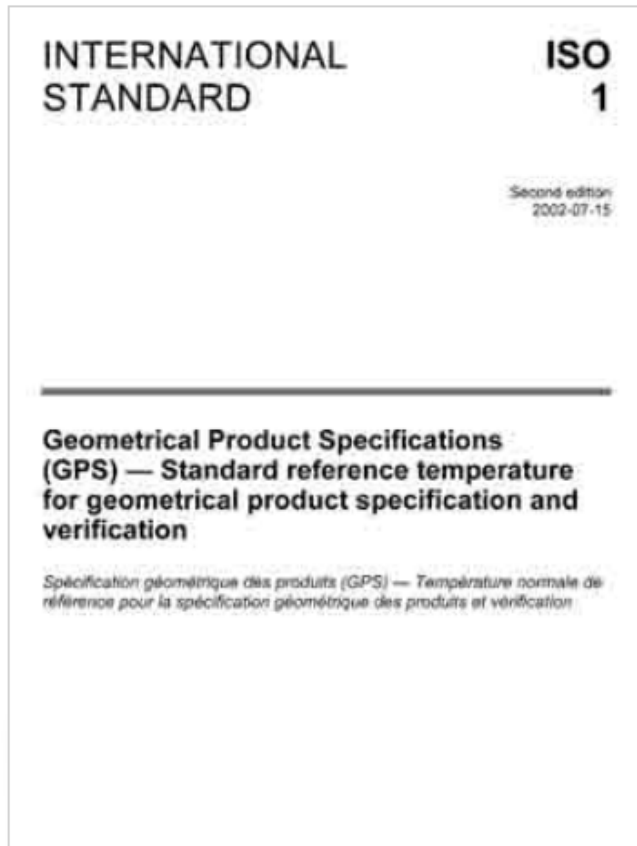
In 1949 in Paris, AFNOR entrusted Raymond Frontard with the organization of the first ISO General Assembly, which began with a public session in the grand amphitheatre at the Sorbonne.

História ISO



When Roger Maréchal joined ISO the offices were in a small private house. The office of the Secretary-General looked onto the veranda.

História ISO



1951

ISO's first standard

In 1951, the first ISO standard (called Recommendations at this time), ISO/R 1:1951 *Standard reference temperature for industrial length measurements*, is published. Since then, the standard has been updated numerous times and is now [ISO 1:2002 Geometrical Product Specifications \(GPS\) - Standard reference temperature for geometrical product specification](#).

História ISO



ISO General Assembly in Stockholm in 1955

May 1955

ISO General Assembly - Stockholm

In 1955, ISO members gather in Stockholm for the 3rd General Assembly. At the beginning of 1955, ISO has 35 members and 68 standards (called recommendations). Henry St Leger is the Secretary General.

História ISO



1960

SI - International System of Units

In 1960, ISO publishes the standard ISO 31 on quantities and units (which has since been replaced by ISO 80 000).

ISO 31 is based on SI (Système international d'unités). The SI sets out one unit for each quantity, for example, the metre for distance and the second for time. The objective of the SI system is to reach world-wide uniformity in units of measurement.

ISO 80 000 sets out these units and how to use them.

História ISO



August 25, 2008

ISO goes to Hollywood

In 2008, ISO, ITU and IEC are congratulated with an Emmy Award for their work in producing an advanced video coding standard. [Learn more about the advanced video coding standard.](#)

The US Academy of Television Arts & Sciences awarded the prestigious **Emmy Award** for Excellence to ITU, ISO and IEC — global leaders in making standards — for their work in producing an advanced video coding standard, formally known as Recommendation ITU-T H.264 | ISO/IEC Standard 14496-10 on Advanced Video Coding (AVC).

The Joint Video Team (JVT), made up of experts from the three international standards organizations, received industry recognition for its landmark achievement in developing a “high profile” that extends the reach of high quality video from mobile telephones right through to High Definition Television (HDTV). The JVT was formed in 2001 by the ITU Video Coding Experts Group (VCEG) and the ISO/IEC **Moving Picture Experts Group (MPEG)**.

História ISO

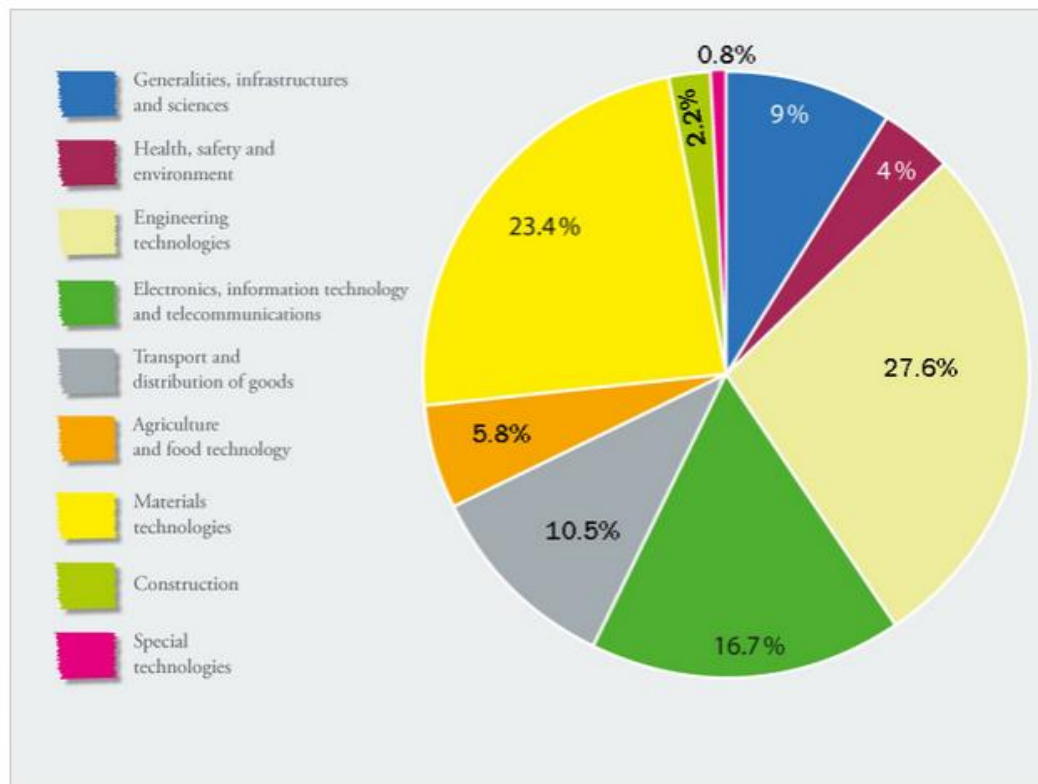


1957



2007

Súčasnosť ISO



The breakdown of ISO standards at the end of 2011 shows a wide variety of technical sectors and subjects

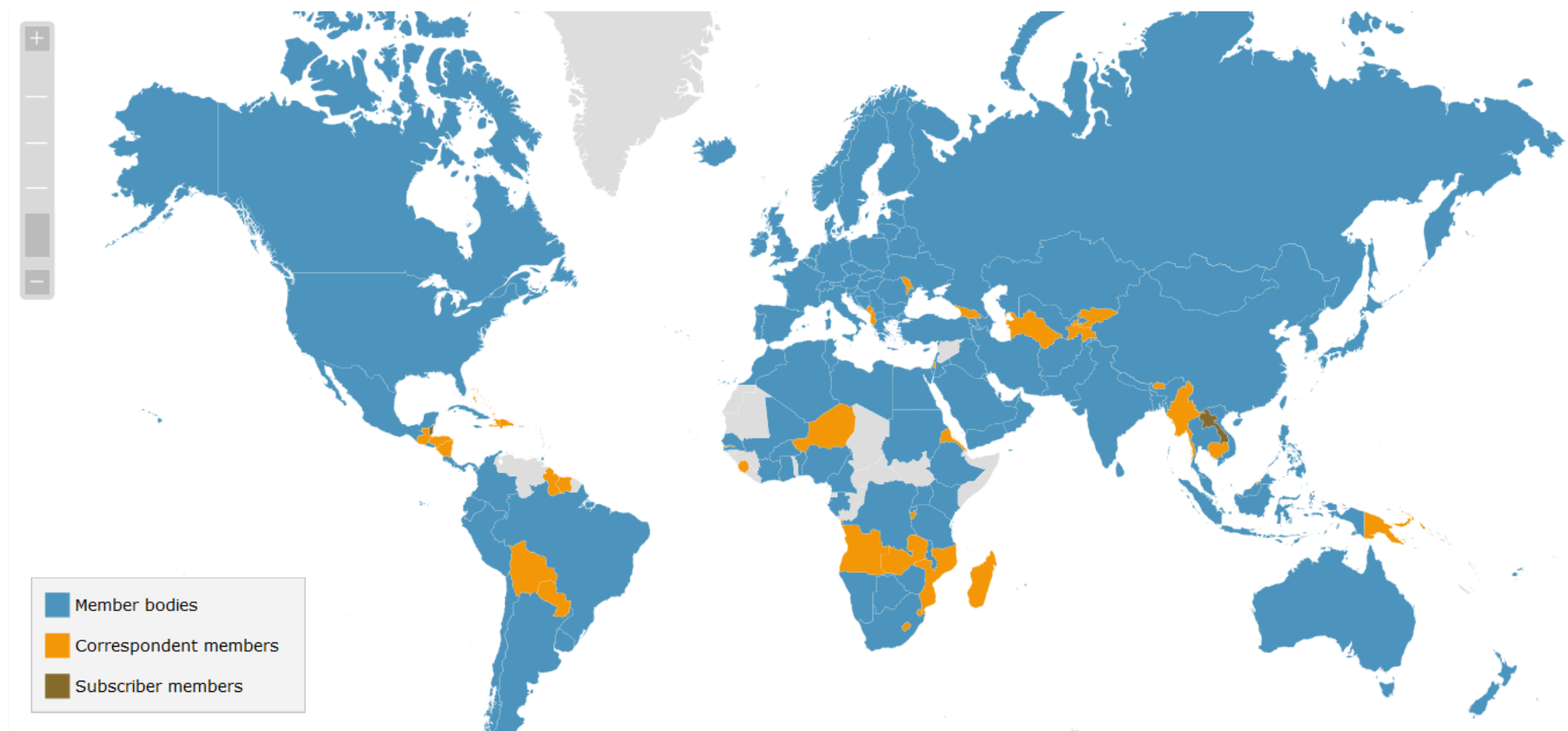
2012

ISO Today

At the start of 2012, ISO has 163 members and has a total of over 19 000 standards.

Today, ISO International Standards cover almost all aspects of technology and business.

Súčasnosť ISO



Súčasnosc' ISO

Serbia	ISS	Member body	479
Seychelles	SBS	Correspondent member	20
Sierra Leone	SLSB	Correspondent member	5
Singapore	SPRING SG	Member body	164
Slovakia	SOSMT	Member body	443
Slovenia	SIST	Member body	89
South Africa	SABS	Member body	433
Spain	AENOR	Member body	639

Slovakia (SOSMT)

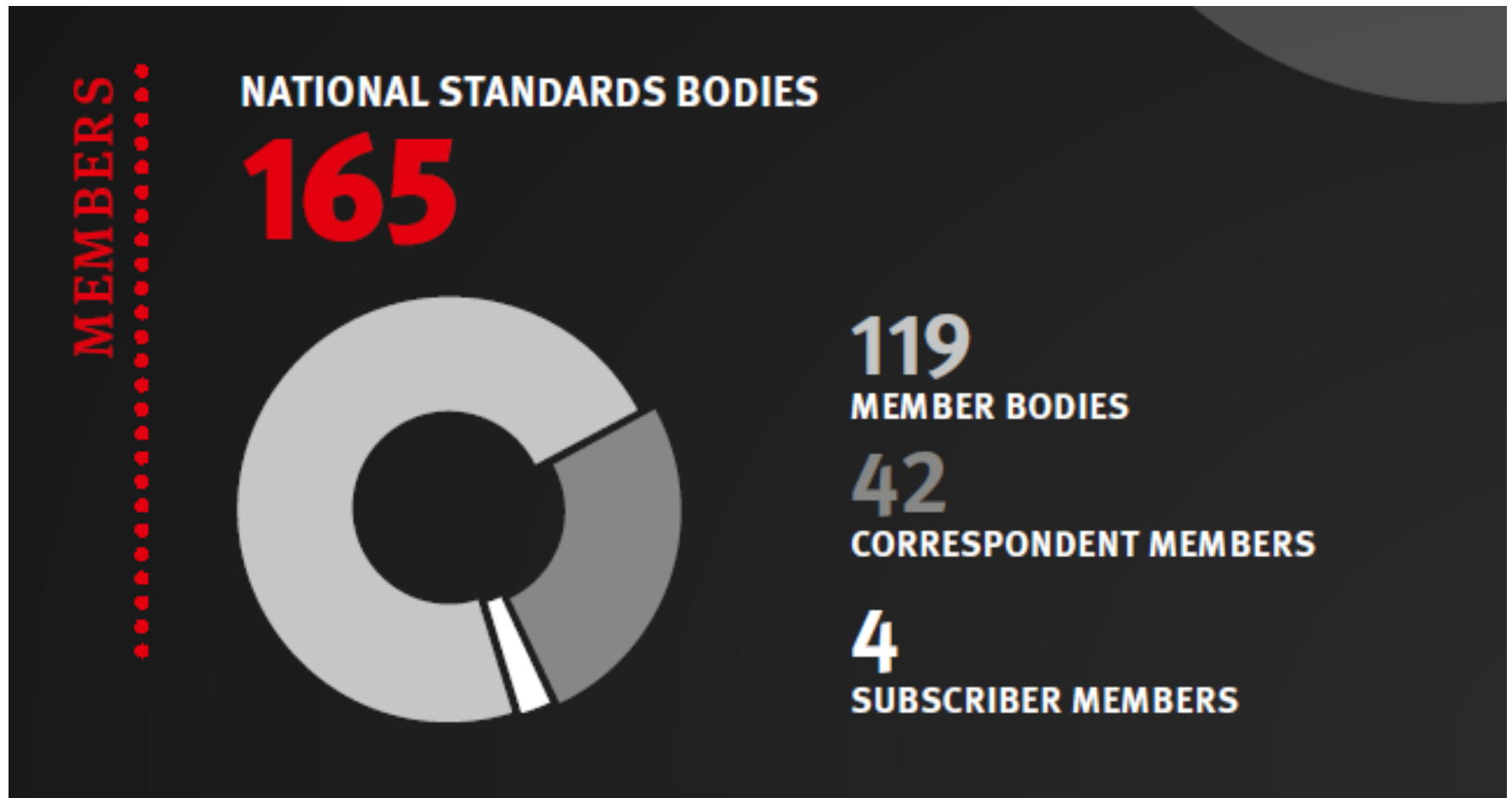
Membership: **Member body**

The Slovak Office of Standards, Metrology and Testing (SOSMT) is the central state administration body for technical standardization, metrology; and quality and conformity assessment.

The mission of SOSMT is to create and develop quality infrastructure tools. Its primary goal is to create a competitive and effective environment in Slovakia and to support the protection of consumers - each citizen.

Slovak Office of Standards, Metrology and Testing
Stefanovicova 3
P.O.BOX 76
SK-810 05 Bratislava

Štruktúra ISO



Štruktúra ISO



Činnosť ISO

PORTFOLIO OF ISO STANDARDS

by sector at the end of 2014

20 493

% of International Standards

% of DIS and FDIS



27.4 % 26 %

Engineering technologies



22.7 % 21.5 %

Materials technologies

INTERNATIONAL STANDARDS AND STANDARDS-TYPE DOCUMENTS

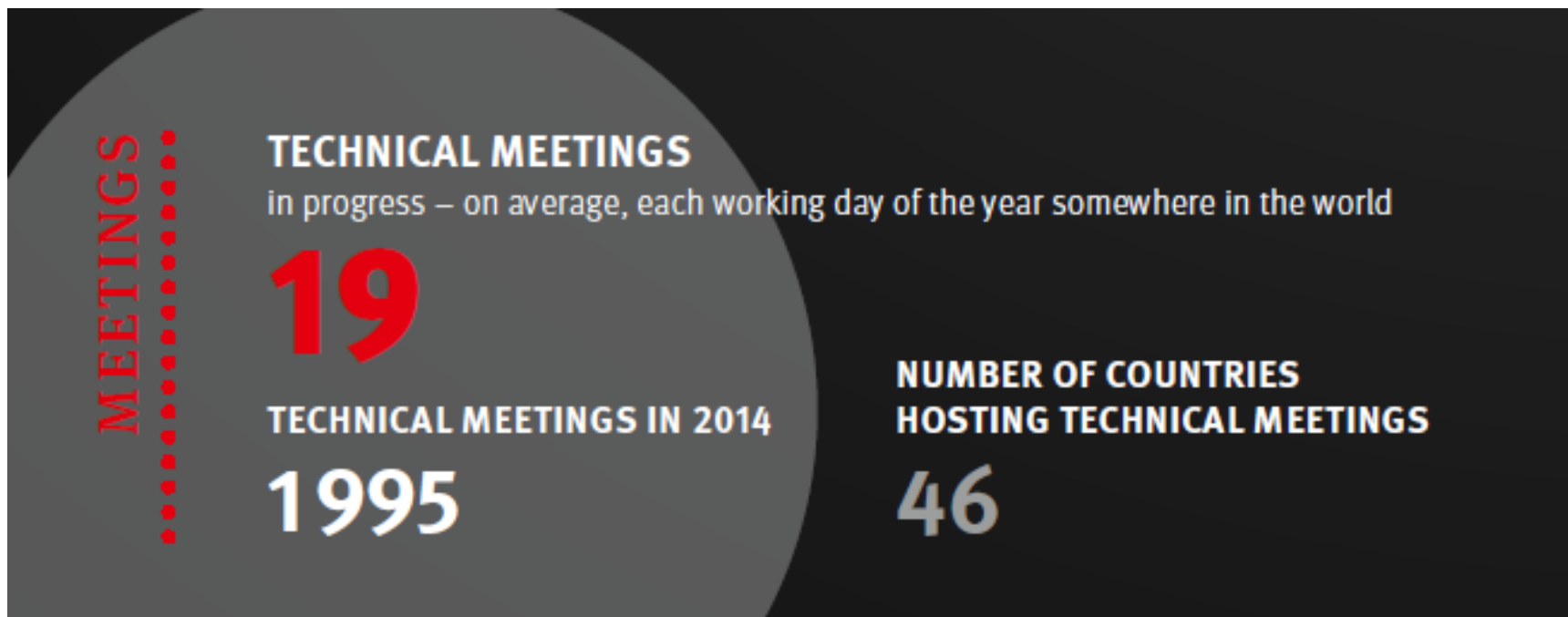
published in 2014

1 468

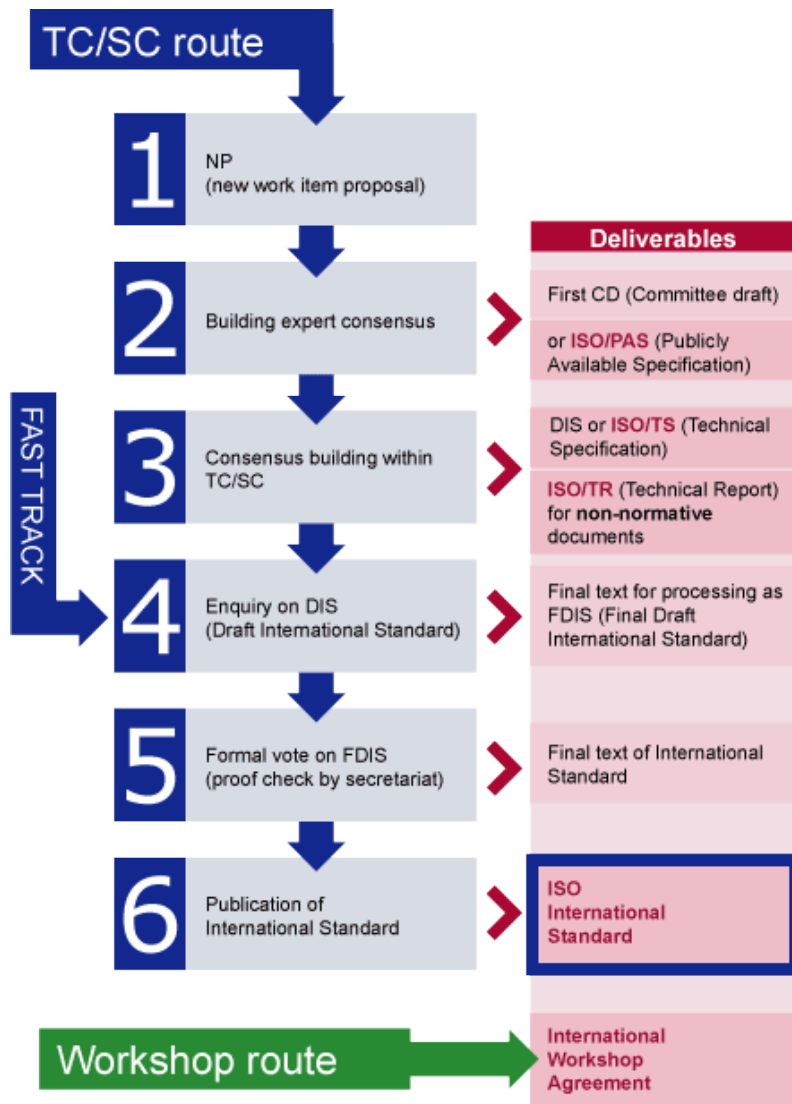
NEW PROJECTS REGISTERED

1 852

Činnosť ISO



Štandard ISO



ISO Standard

A normative document,

- *developed according to consensus procedures,*
- *which has been approved by the ISO membership and P-members of the responsible committee*
- *in accordance with Part 1 of the ISO/IEC Directives*
- *as a draft International Standard and/*
- *or as a final draft International Standard*
- *and which has been published by the ISO Central Secretariat.*

Princípy tvorby štandardov ISO

1. ISO standards respond to a need in the market

ISO does not decide when to develop a new standard, but responds to a request from industry or other stakeholders such as consumer groups.

2. ISO standards are based on global expert opinion

ISO standards are developed by groups of experts from all over the world, that are part of larger groups called technical committees. These experts negotiate all aspects of the standard, including its scope, key definitions and content.

3. ISO standards are developed through a multi-stakeholder process

The technical committees are made up of experts from the relevant industry, but also from consumer associations, academia, NGOs and government.

4. ISO standards are based on a consensus

Developing ISO standards is a consensus-based approach and comments from all stakeholders are taken into account.

Princípy tvorby štandardov ISO

Click through the stages below to see the resources required for each step.

■ = obligatory ■ = optional



STAGE	SUB STAGE						
	90 Decision Substages						
	00 Registration	20 Start of main action	60 Completion of main action	92 Repeat an earlier phase	93 Repeat current phase	98 Abandon	99 Proceed
00 Preliminary stage	00.00 Proposal for new project received	00.20 Proposal for new project under review	00.60 Close of review			00.98 Proposal for new project abandoned	00.99 Approval to ballot proposal for new project
10 Proposal stage	10.00 Proposal for new project registered	10.20 New project ballot initiated	10.60 Close of voting	10.92 Proposal returned to submitter for further definition		10.98 New project rejected	10.99 New project approved

Písané a nepísané pravidlá

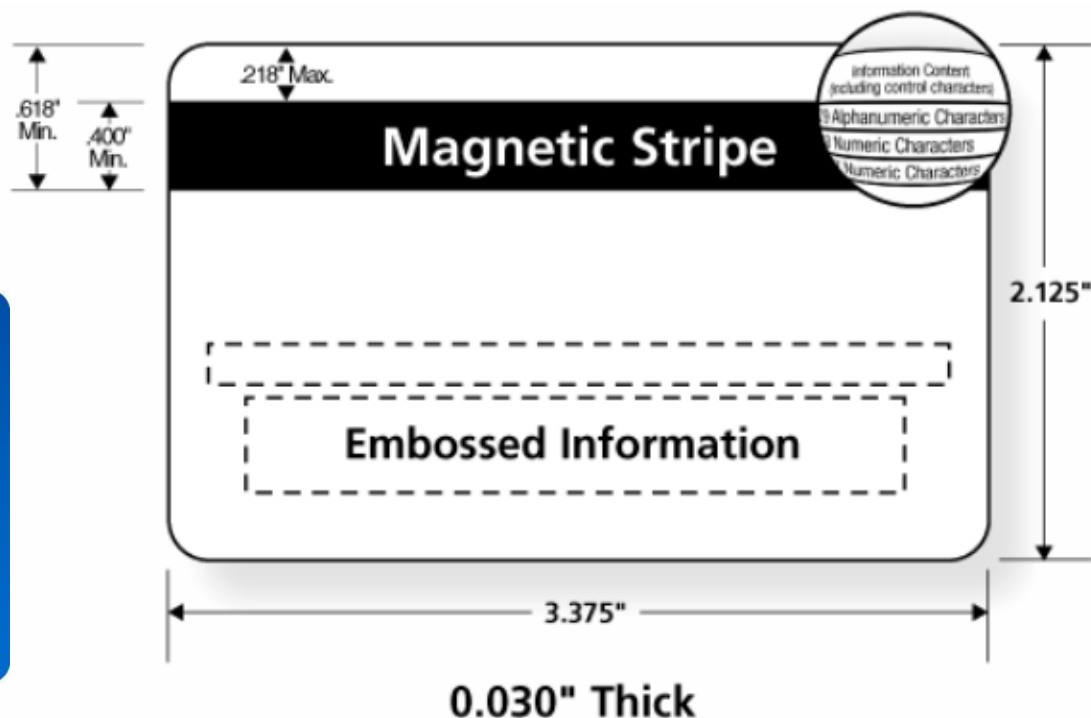
- Každý systém je vnútorne regulovaný **pravidlami**
- Najlepšie vnímané prírodné zákony, ktoré dokážeme vnímať zmyslami (gravitácia), skepticizmus k prírodným zákonom , ktoré nevnímame zmyslami (radiácia)
- Úplný skepticizmus ku spoločenským pravidlám:
 - Otázka formy, ako je pravidlo stanovené
 - Otázka authority, ktorá pravidlo stanovila
- Spoločenské pravidlá
 - rovnako silné ako prírodné zákony
 - rovnako dôležité ako technické normy
- Nepísané pravidlá
 - Sú **silnejšie** ako písané pravidlá (tieňová autorita, zvykové právo)
 - Je problém ich **meniť** (riziko konfliktov)

Písané a **nepísané** pravidlá

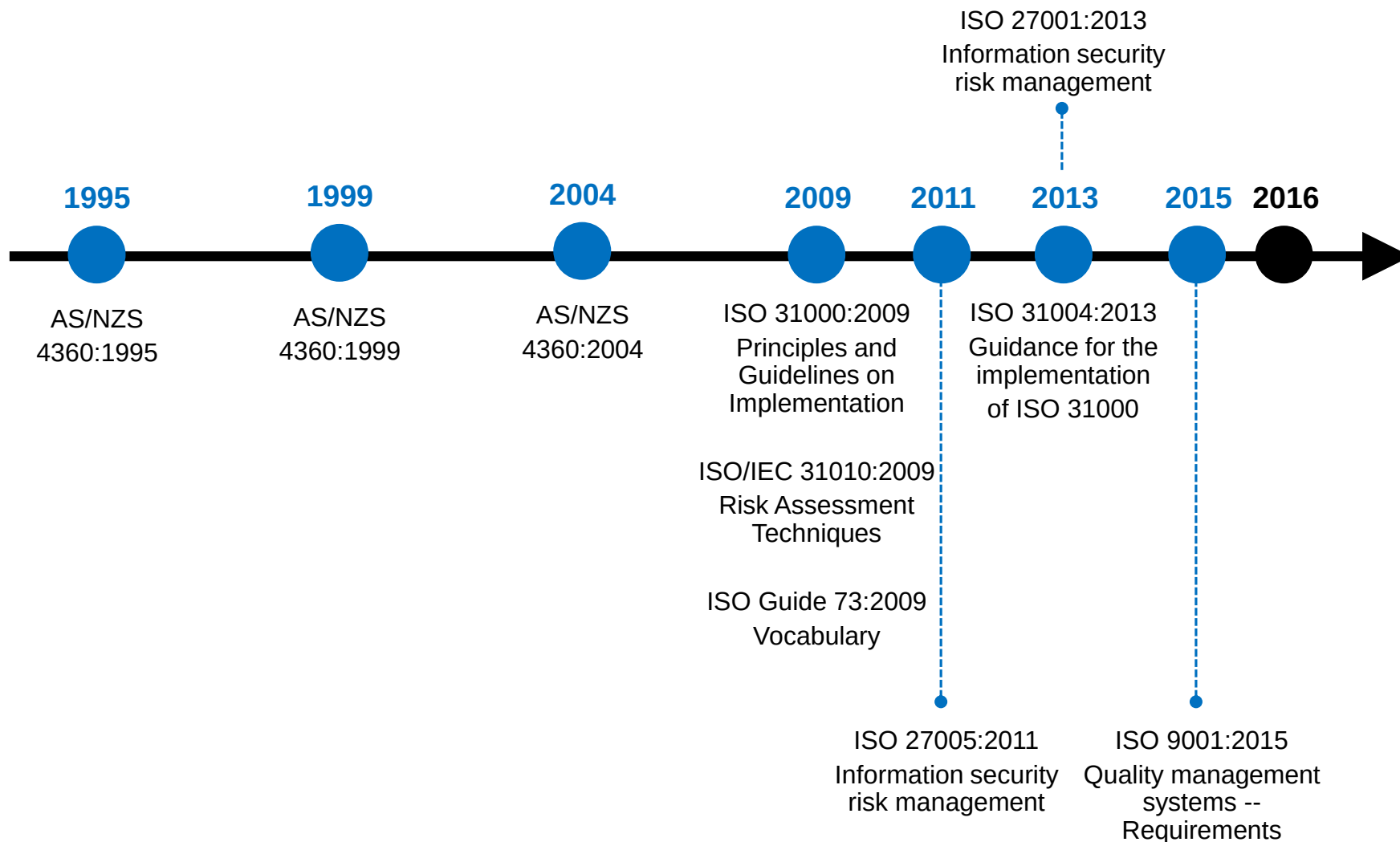


Písané a nepísané pravidlá

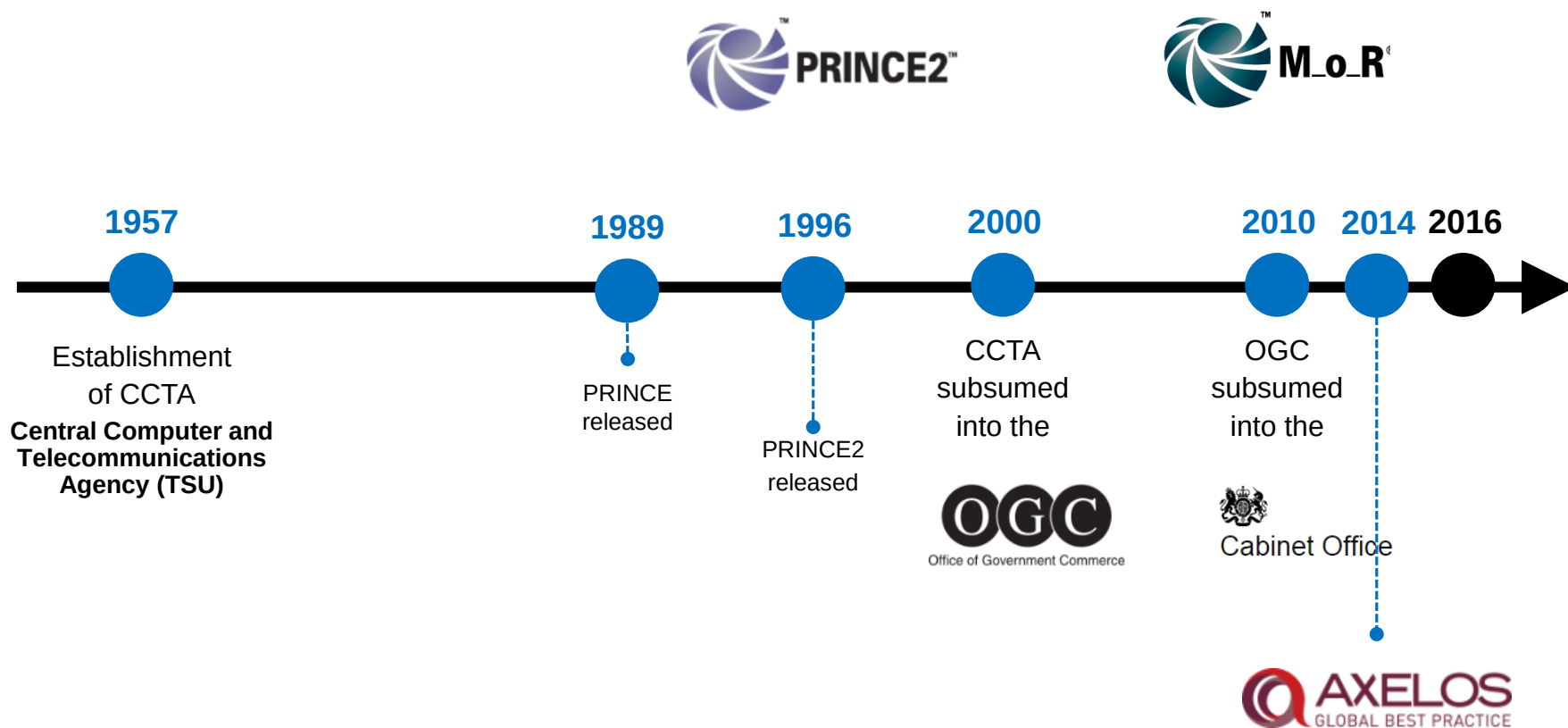
ISO	7810	Identification Cards - Physical Characteristics
	7811-1	Embossing
	7811-2	Magnetic stripe - low coercivity
	7811-3	Location of embossed characters on ID-1 cards
	7811-6	Magnetic stripe - high coercivity
	7813	Financial transaction cards



Vývoj štandardov ISO



Vývoj štandardov HMO



Vývoj štandardov HMO



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Axelos

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- **Vzdelanie / Kvalifikácia**

- MFF UK Bratislava – Mgr. 1991
- PrF TU Trnava – Mgr. 2008
- Prince2 Practitioner, MSP Practitioner
- P3O Foundation, ITIL Foundation
- Auditor ISO 9000, ISO 20000, ISO 27000
- SCRUM, Six Sigma, EOQ Manažér kvality

- **Reprezentácia SR v ISO**

- TC258 – Project, Program and Portfolio Management
- JTC1/SC7 – Software / systems engineering
- JTC1/SC40 – IT Service Management and IT Governance

Ďakujeme za pozornosť



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