



Making People Risk Management Comprehensive,
Collaborative, Consistent, Clear, Creative & Clever.

People Risk Assessment & Yield

Simple Summary

1. Limited to 'People'. However covers 99% of GRC.
2. Qualitative and Quantitative Measure of People. Rating & Ranking.
3. Use a 9-point scale. Not 3 (most common), nor 4 but 9.
4. Set all your Staff to a 5. 6,7,8 or 9 is increasing degrees of 'risk'. 4,3,2 or 1 is lower degree of risk or 'safe'.
5. Standardised 120 odd parameters for ALL staff.
6. 80% of the parameters will cover 80% of the staff, 80% of their actions, 80% of the time.
7. Break-up into 3-tier system which we call Module, Block & Segment or MBS System.
8. Individual, Enterprise or Group(s) Analytics & Reporting.
9. For Group(s) you need HRIS. Departments. Age. Experience, Skill-Sets, Roles etc.
10. Drill-down, Granularity, ERP integration, PMS, HRIS, HCM integration, quantitative or qualitative, 360 degree etc.
OPTIONAL.
11. Do it yourself. Managed Services. Outsourced.



Risky OR Safety

Risk

- Governance, Risk & Compliance
- Safety, Security & Surveillance

Coverage Topics – G,R & C

- Force Majeure Risk
- SEBI-MCA
- Sarbanes Oxley / Clause 49
- Basel II, Basel III
- AML (Black-money) Risk
- KYC (Know Your Client)
- Taxes, Duties, Excise Risk
- Fundamentals of Banking and related Risk Management
- Corporate Governance Risk
- Counterparty Risk
- Foreign Exchange Risk
- Counterfeit Risk
- Insurance Risk
- Market Risks / Industry Risks
- Environmental Risks
- Safety Risks
- Liquidity / Credit Risk
- Treasury Risk & Controls
- Out-sourcing Risk
- Vendor Risk
- Client / Customer Risks

- IT/ICT Risk
- Risk of non-Compliance
- Operational Risk Management
- Technology Risk
- Design Risk
- Obsolescence Risk
- Inventory Stock-out or Overstocking Risk
- Intellectual Property Rights Risk
- Litigation Risk
- Knock-off, Piracy Risk
- Project Management Risk
- Forecasting Risk
- Fraud Risk
- Negligence Risk
- Labour-Union Actions Risk
- Leadership/Supervisory Risk
- Decision Making Risk
- Competency-Skills Gap Risk
- Temp. Hired Help, Housekeeping, Security Personnel Risk.
- People Risk

PRAY : The Model

Background and Challenges to People Risk

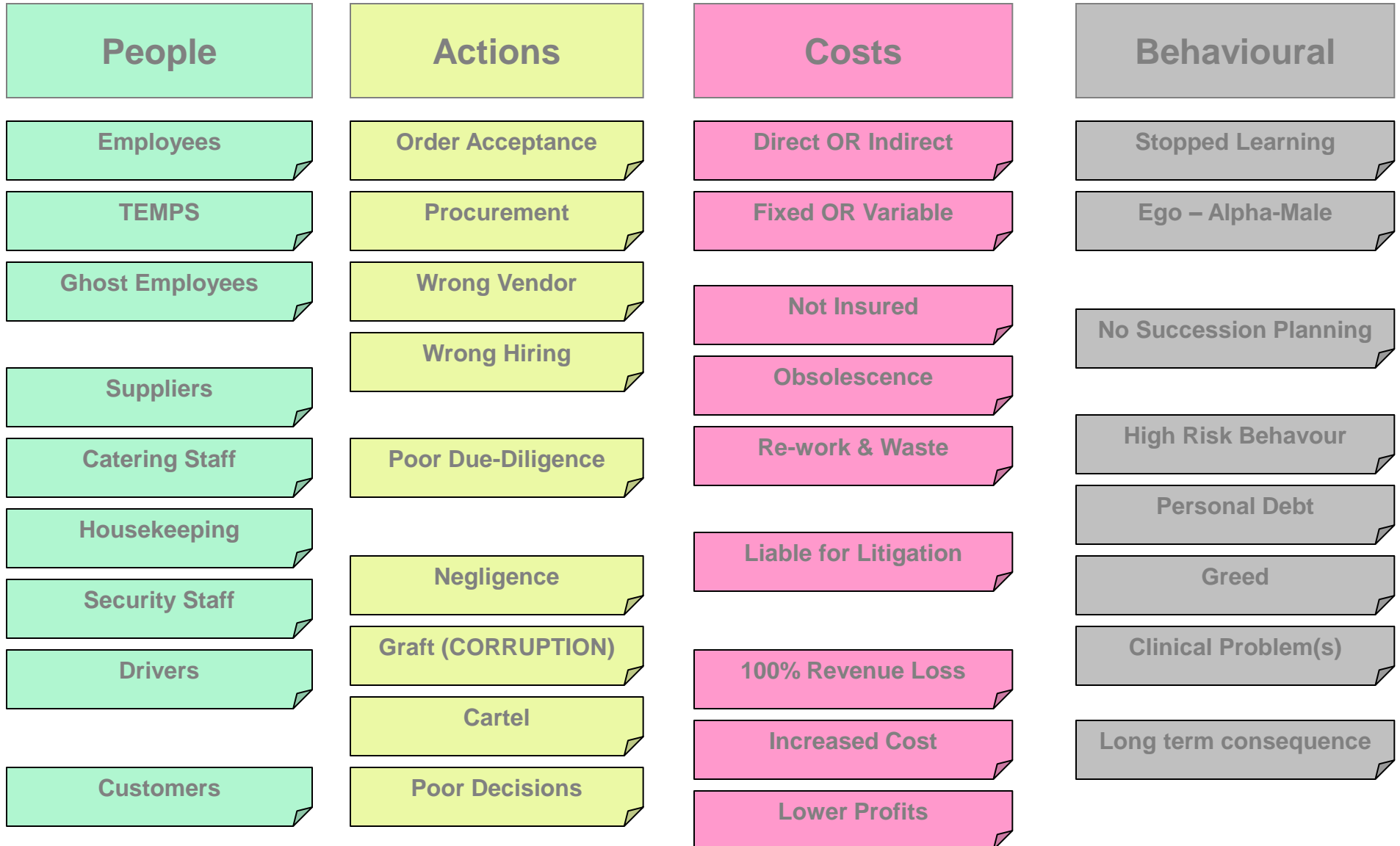
BACKGROUND

- ▲ India is People-centric. In a global context; manpower outsourcing comes to India and has to be a part of their Global Solution.
- ▲ All companies rely on efficient, honest and effective people to grow and create business value
- ▲ People risk management goes beyond hiring good people and carrying out annual performance evaluation.

CHALLENGES

1. People risk is often forgotten, neglected. Companies build models, frameworks to manage risk..but ignore People themselves
2. People are, indirectly or directly, at the core of all risks
 1. Starting with the way they are; their background, early childhood, how they got to be where they are; personal & family life. Debt, Gambling, indulgent to the good life?
3. Unlike Logistics, Finance, Marketing, Sales, Distribution etc. the risk related to People has a range of 'different' local, regional, enterprise, cultural & global implications.
4. Most companies do not have quantitative score or metric that measures people risk levels.

The People Risk Landscape



How People's ACTIONS increases or decreases risks

1. EVERY Decision that a person takes affects Revenue, Collection, Expenses, Payables, project or ultimately the bottom-line of the company.
2. Negligence OR wanton 'delay' adds to inefficiencies, project delays, increased cycle times, lower customer or supplier satisfaction and can even jeopardize the Transaction
3. Once a thief always a thief
4. Failure to properly verify a cheque payment for a large sum.
5. Misbehavior with colleagues
6. Writing degrading emails about companies to external parties
7. News and print news about employees due to their personal lifestyle, behavior

All such behaviors are noted by management, employees warned or a note made in their personal files. **But no tracking taken to consolidate this information, see an overall risk score of that each employee or at the company level.**

Decision making delays, process inefficiencies, bad leadership all require some quantification and aggregation to highlight your STAR performing employees and the bad ones.

Industry Specific Interest

1. Banking
2. Insurance.
3. Logistics.
4. Retail. Single-brand. Multi-brand. Chains.
5. Pharma.
6. Automotive Manufacturing.
7. Education.
8. Healthcare.
9. Out-sourced Staffing.
10. Contract Manufacturing.
11. Sales, Marketing, Distribution, Stockists, Trading.

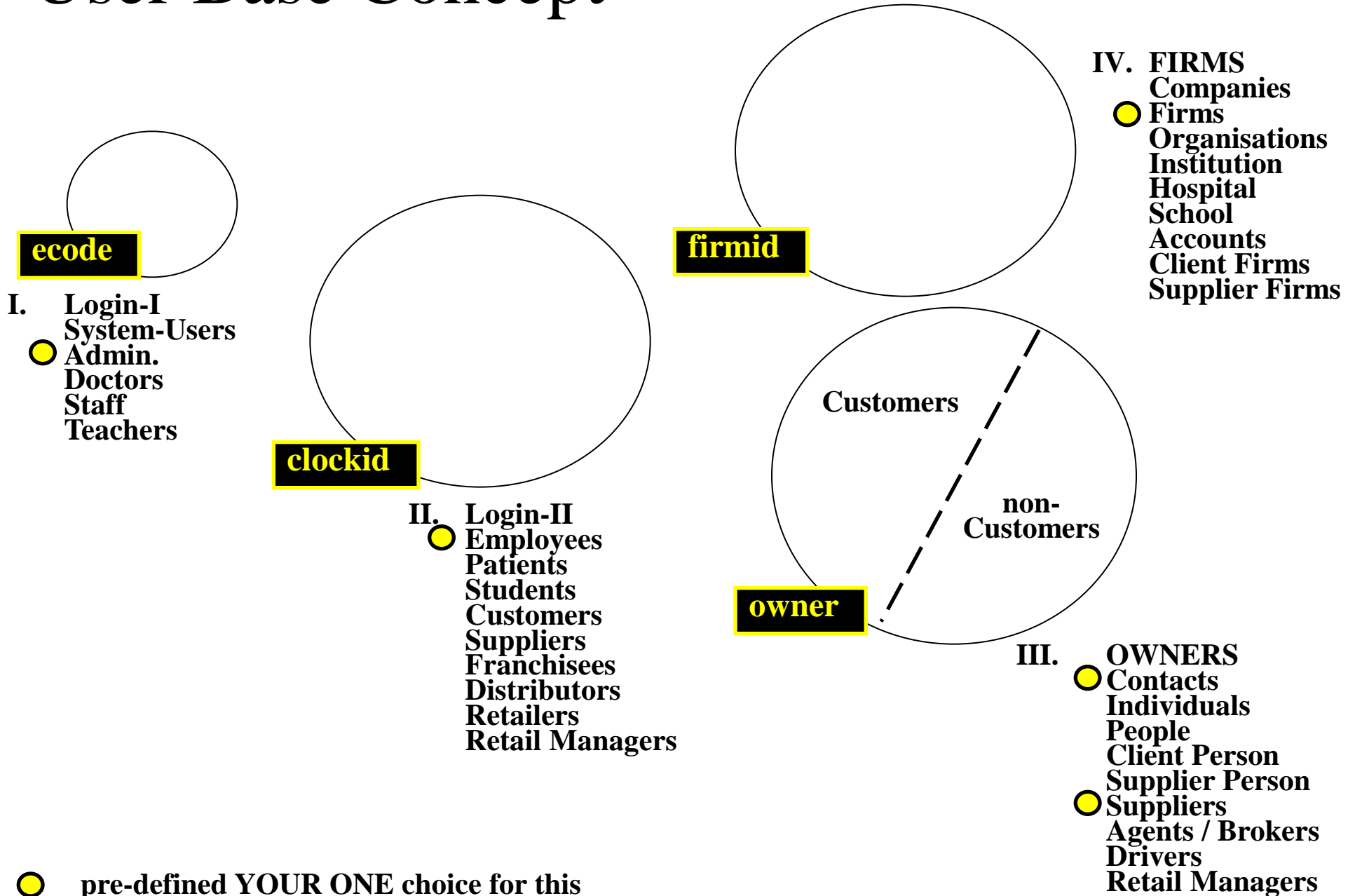
Likely Customer Profile

1. 250+ Staff
2. Revenue, Sales Turnover of Rs. 100+ crores.
3. Spread over multiple locations.
4. In more than one city.
5. Hold and carry Inventory. Scarce items, many transactions, smaller but expensive items.
6. IPR based Services (or other) industry.
7. Liable to litigation from Customers, Industry or Other.
8. High levels or High volumes of credit.
9. Human Error prone work.
10. Supervisory controls people output, production & efficiency.

People Bases (Individuals in a Group)

1. Employees.
2. Housekeeping.
3. Temps.
4. Vendors. Suppliers.
5. Customers. Clients. Guests. Visitors. Students.
6. Teachers. Lecturers. Teaching Staff.
7. Doctors. Nurses.
8. Firms VERSUS Individuals.
9. Contacts. Engagement. Relationships.
10. The Public.
11. Walk-ins. Unknowns.

User Base Concept



People Risk Management – Other Inputs to the Model

1. HR Department Inputs

1. Skills set gap, succession planning, outstanding jobs unfilled. All HR inputs can be considered by PRAY to model some level of risk score at entity level.

2. Recruitment Verification

1. Results of internal, external verification, due diligence

3. Risk Register

1. Inventory of known risks relating to people risk. Aggregate score of company wide HR Risk register

4. Incident Reporting and Issues Management Database

1. Responsible for how much of financial losses, number of events by the persons, all incidents with evidence support. Audio, Video, Documents etc

5. Performance Appraisal System

1. Add risk elements to existing Systems, Methods & Practice

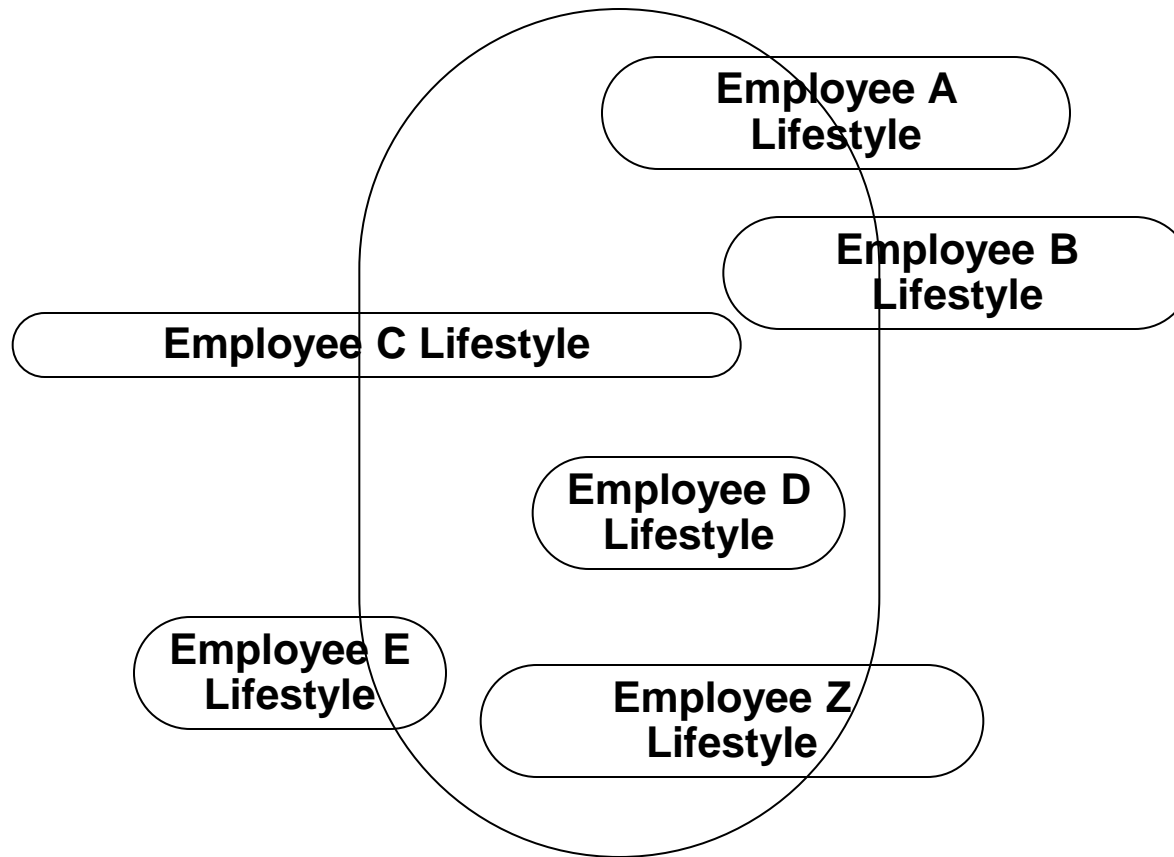
6. Reporting System

1. Predictive and Pre-empts. Real-time Alerts. Yesterday, Last-week, Last-month, Last-quarter and Last-year knowledge. Why? Who? What for?

'People Risk' even when outside the Enterprise

9 to 5

Mon-Fri
Support.
Creche.
Namaaz / Pujas
Loans.
PPF. 401K
Dating
House-Zine



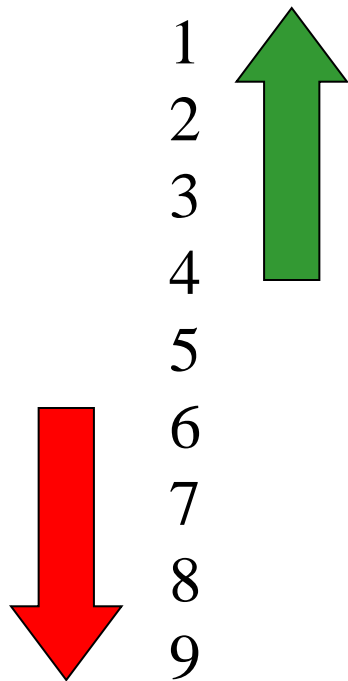
5 to 9

Sat-Sun
Spouse?
Children?
Religion?
Debt?
Savings?
Marriages.
Ceremonies?
Gambling?
Bad Company?
Graft?
IPR Theft?
Loose Talk?

Riskpro PRAY Key Factors

1. It has about 120 odd parameters.
2. It will use a 9-point scale.
3. 80% of these parameters are applicable to 80% of the Staff; 80% of the time.
4. It will be on a quarterly basis.
5. Rolling Quarterly – last 12 + current.

A 9 point Scale

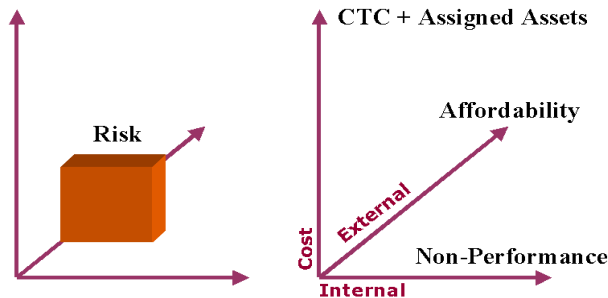


Impact	Risk Management Actions		
Significant	Considerable management required 7	Must manage and monitor risks 8	Extensive management essential 9
	Risks may be worth accepting with monitoring 4	Management effort worthwhile 5	Management effort required 6
Minor	Accept risks 1	Accept, but monitor risks 2	Manage and monitor risks 3
	Low	Medium	High
	Likelihood		



A 3-D 9-point Scale

Risk_Metric = A% x T% x V%



Financial Implication X

1. Insignificant
2. Marginal
3. Low
4. Below Average
5. Medium Cost
6. Above Average
7. High
8. Very High
9. Astronomical

Internal Vulnerability X

1. Extremely Safe
2. Marginal Vulnerability
3. Safe
4. Below Average
5. Medium Vulnerability
6. Above Average
7. Highly Vulnerable
8. Extremely Exposed
9. Dangerously Vulnerable

External Threat X

1. Not a Threat at all
2. Marginal Threat
3. Minimal Threat
4. Below Threat
5. Medium Threat
6. Above Average
7. Clear and Visible
8. Extremely Threatening
9. Dangerously Threatening

Derived

= PERCENTAGE

- ... 1% Zero
- ... 2-3% Marginal
- ... 4-6% Low
- ... 7-13% Acceptable
- ... 14-22% Average
- ... 23-34% Exists
- ... 35-50% High
- ... 51-72% Very High
- ... 73% or more Dangerous

X. Cost, Price or Value :

5. Medium Cost

Y. Internal Vulnerability (Strength or Weakness) :

5. Medium Vulnerability

Z. External Threat (Opportunity or Threat) :

5. Medium Threat

Risk Percentage : **22 %**

Suggested : 1 2 3 4 **5** 6 7 8 9

The PRAY pareto philosophy

1. 20% of the People from 20% of Factors account for 80% of the Risk and 80% of the controllable Parameters in any Enterprise.
2. The PRAY trick is to understand which 20% causes the what 80% on a regular and periodic basis.

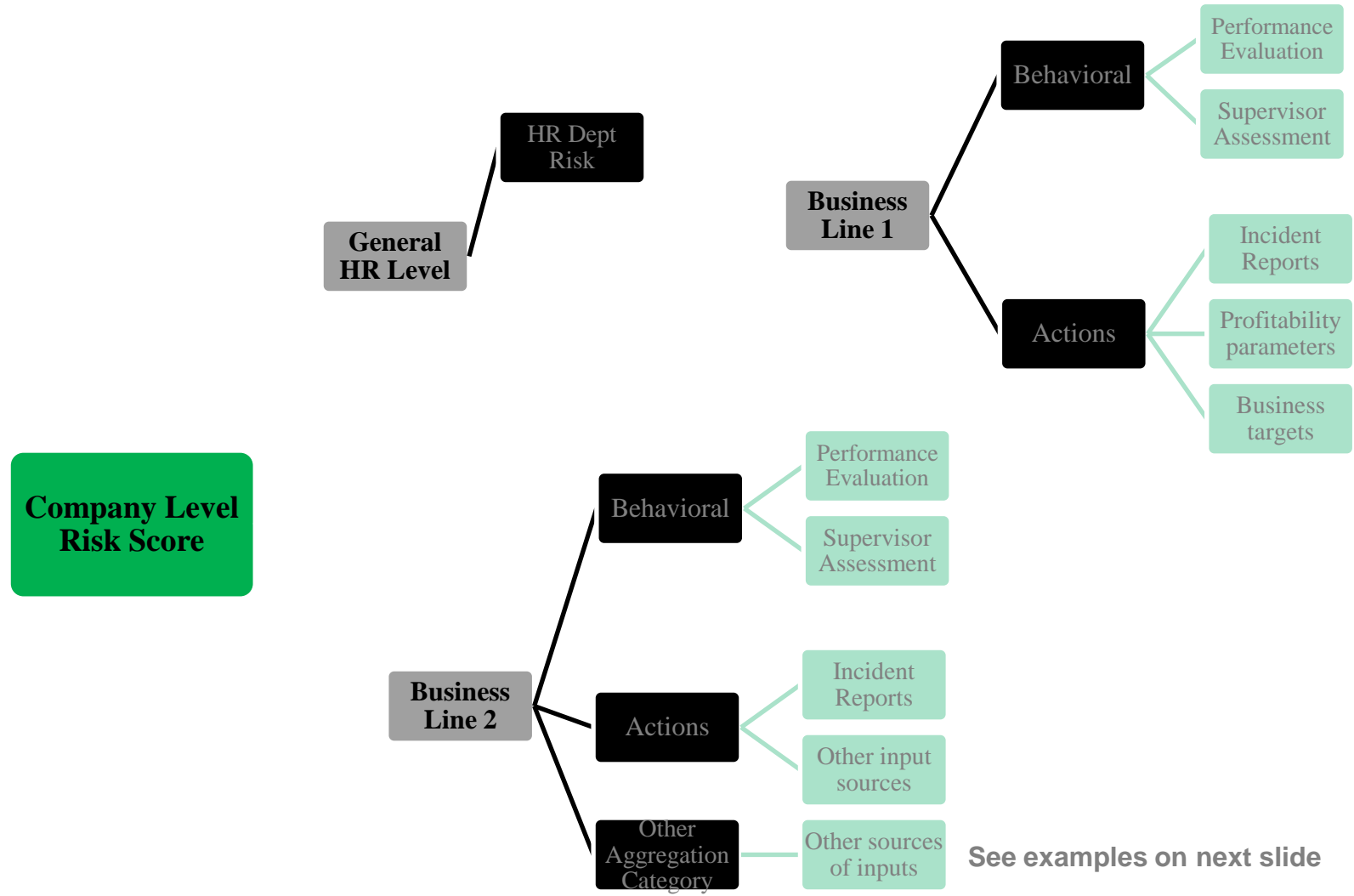
The People Risk Pareto philosophy & Focus

1. 20% of the People from 20% of Factors account for 80% of the Risk and 80% of the controllable Financials in any Enterprise.
2. Companies need to address the employees that account for large risk factors



The PRAY trick is to understand which 20% causes the what 80% on a regular and periodic basis.

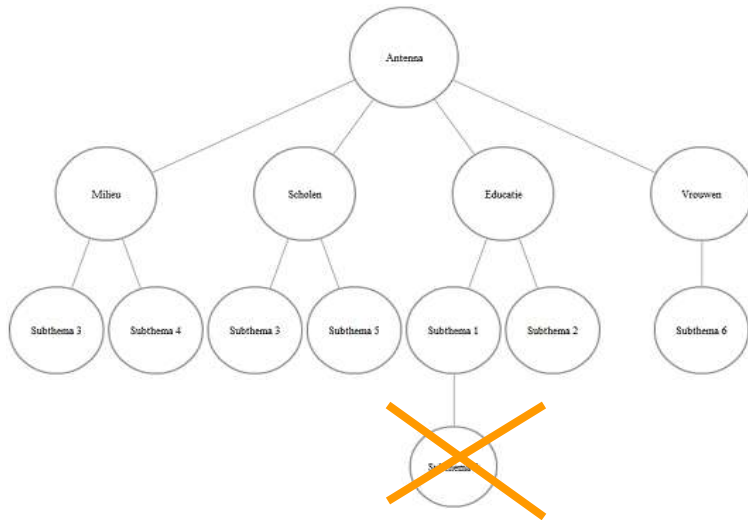
PRAY Bottom Up Approach to Risk Management



PRAY : It's a 3-level (or 3-deep) Model



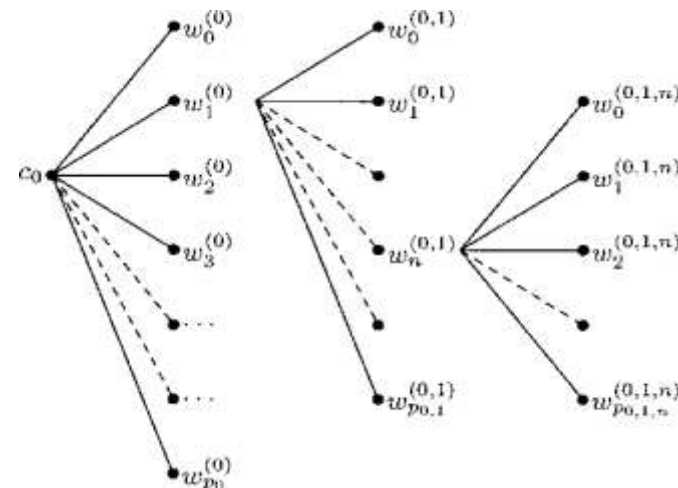
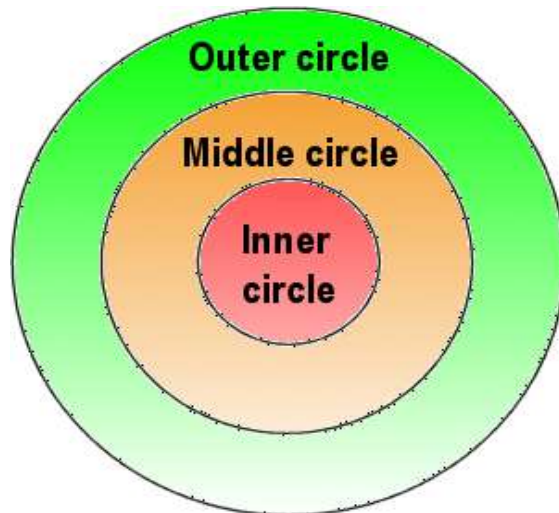
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1 = M(odule)

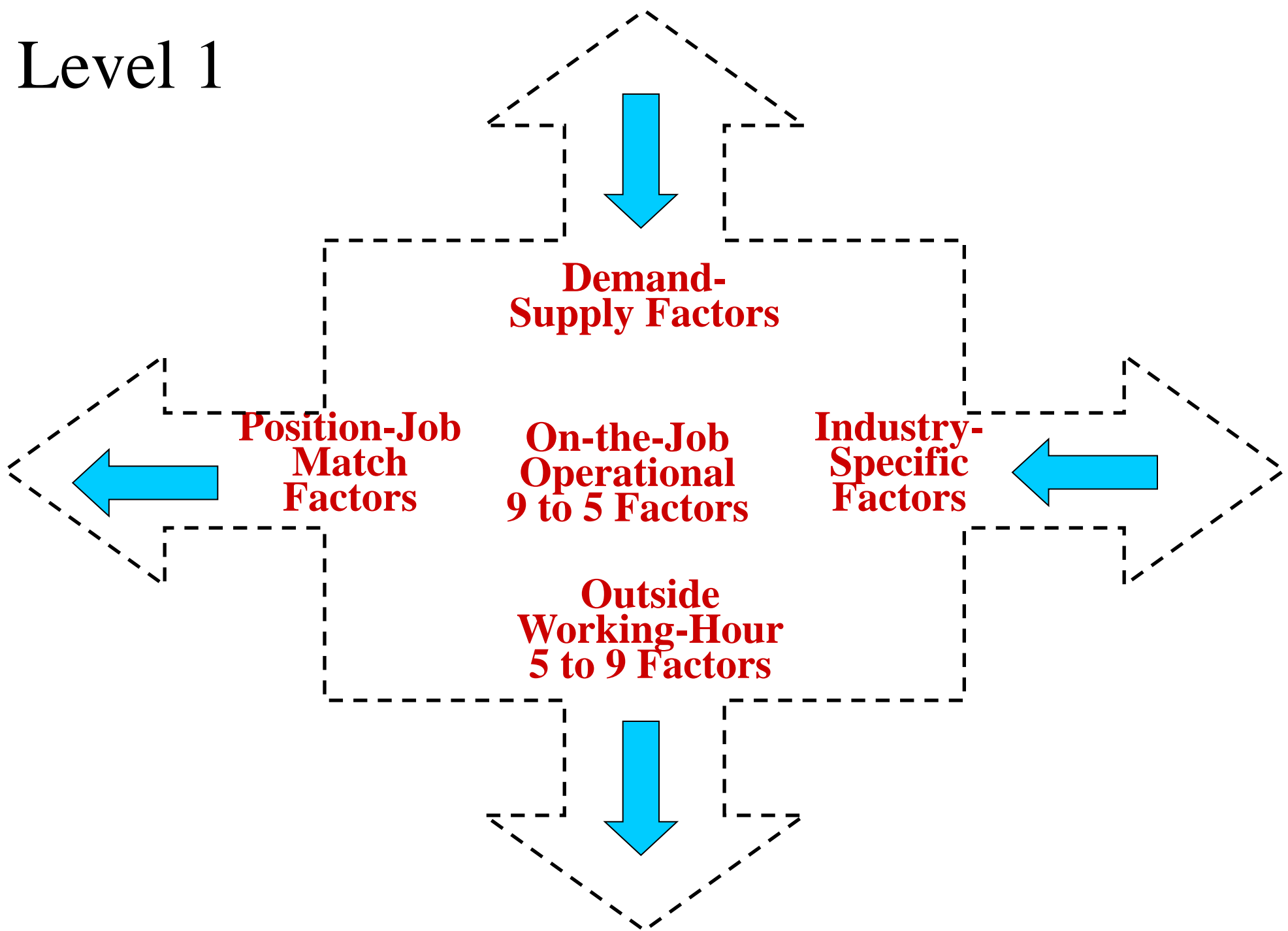
2 = B(lock)

3 = S(egment)



PRAY : Level 1 of 3

Level 1



Level 1 or 'M' Level Heads

- A. Demand-Supply Factors
- B. Position-Job Match Factors
- C. On-the-Job Operational Factors
- D. Beyond Working-Hour Factors
- E. Industry-Specific Factors

PRAY : Level 2 of 3

Level 2 or 'B' Level Heads

A0000	Demand-Supply Factors				15
AA000	Skills Gap between Market and Internal			5	
AB000	Recruitment			5	
AC000	Training			5	
B0000	Position-Job Match Factors				10
BA000	Past Work-Job-Description			1	
BB000	Current Work-Job-Description			9	
C0000	On-the-Job Operational Factors				40
CA000	Involving OTHER Colleagues			3	
CB000	NOT Involving Colleagues			4	
CC000	Decision-Making			9	
CD000	Governance and Compliance			4	
CE000	Organisational Design Factors			3	
CF000	Attendance and Time on Job Achievement			3	
CG000	Performance and Appraisal			5	
CH000	Safety; Security and Surveillances Incidents			4	
CI000	Planning - Budgeting - Forecasting - Estimation			5	
D0000	Beyond Working-Hour Factors				15
DA000	Self worth and Lifestyle			8	
DB000	Involving Family			2	
DC000	Business Laxity with non-Colleagues			4	
DD000	Involving non-Colleagues			1	
E0000	RETAIL : Industry Specific Factors				20
EA000	Industry Related			5	
EB000	Customer Related			5	
EC000	Peer Related			5	
ED000	Supplier Related			5	

PRAY : Level 3 of 3 (Sample)

Level 3 : Example 1 break-up of an MB

Beyond Working-Hour Factors

Self worth and Lifestyle

94 Ego; Alpha; Aggressive; Showmanship; Top-dog

8.0

95 Speculation

7.0

96 Gambling

8.0

97 Drug abuse

7.0

98 Alcohol abuse

5.0

99 Greed - Avarice

1.0

100 Opposite Sex Issues

1.0

101 Values based on Religion or other Belief

1.0

102 Level of Media presence; self promotion

2.0

103 Affluence; expensive cars; clothes; travel; liquor

5.0

104 Significant personal debt levels

5.0

105 Regularly working late

5.0

106 Alternate sources of income

5.0

Involving Family

107 Emotional Pressures

5.0

108 Financial Pressure

5.0

109 Dysfunctional Factors

5.0

Involving non-Colleagues

110 Bad company

5.0

111 Mob-attitude : Unionist leanings

5.0

112 Track-Record history of non co-operation

9.0

113 Litigation - Legal Action Risk

9.0

1

2

3

4

5

6

7

8

9

Level 3 : Example 2 break-up of an MB

Demand-Supply Factors	Skills Gap between Market and Internal		
		1	Market availability of Skills 6.0
		2	Internal demand for Skills 8.0
		3	Skills Gap 7.0
		4	Recruitment 7.0
		5	Training 6.0
		6	Re-training / other skills 6.0
	Recruitment	7	Inadequate Verification 7.0
		8	Background Check Quality 7.0
		9	Employment through referral 7.0
		10	Original Recruitment failure 7.0
		11	Clear Job Description 8.0
		12	Hired at salaries above market rates 9.0
		13	unexplained employment gaps 9.0
	Training	14	Induction Training 9.0
		15	Mid-Career Training 8.0
		16	External Certification shortfalls 8.0
		17	Annual training program shortfalls 8.0
		18	Training registrations cancellations 8.0



Level 3 : Example 3 break-up of an MB

1. Manpower Quality
 1. Ability to draw Quality Talent
 2. Ability to hold Achievers-Performers-Talent
 3. Ability to weed-out - retrench non-Performers Bad Staff
 4. Ability to re-train; re-skill Workforce to Market needs
 5. Appropriate Recruitment against clear Job Description
 6. Co-ordinated Confirmed Verification - Background Checks
2. Systems
 1. Organsiation Design is being managed
 2. Job Descriptions are clear
 3. Right people in the right place
 4. Adequate numbers of people
 5. Right skill-sets of people in each Team
 6. Regular People Risk Management is in place.
3. Performance
 1. Right balance of trust and mis-trust
 2. Managed Delegation
 3. People Motivated; challenged and empowered.
 4. People are aligned to Corporate Brand and Culture
 5. Periodic Performance Appraisal takes place.
 6. Feedback; Interaction and Involvement
 7. Succession Planning

The logo for 'clextra' features the word in a white, lowercase, sans-serif font. It is centered within a solid blue rectangular background.

A backend, Platform, Software, Tool &
Enabler for PRAY

Clextra PRAY

Practical Implementation using the clextra Platform

GiCA – Structured Systems for nearly everything



Structured System for Everything

1. **By default and forced into Information Analysis, a Methodology, Work Flow and/or Best Practice in ANY modules.**
2. **MBS. 3-level Module Block Segment breakup. AANN format.**
3. **MBSPU 5 level format. AANN0101 (8 or more character format).**
4. **Structured and Systemic method of 'Geography'. eg. inKAblrANNW04. 13 character coding.**
5. **Mapping and Artworks 2 x 100 (any further number) of P_NNN or L_NNN visuals.**
6. **GPS, GIS and coord Fields.**
7. **AutoID, barcode, RFID and EPC Integrated.**
8. **Teams of 10 x 7 x max(26).**
9. **Structured and Systemic method of Multimedia (ANY media – Text, Video, Audio, Visual) file using the GiCA MBSP system, for upload, storage, retrieval, Ownership, Access, Sequencing, Usage.**
10. **Households of Demographic, Psychographics Groups.**
11. **Financial and/or Management Account Heads.**
12. **Campaigns.**
13. **Subscriptions Options.**
14. **Socket programming access for automation.**
15. **10's of 100's Supported Global Best Practices and Functional Models include.**
16. **Financial and Risk Metrics, Ratios etc. for ANY and ALL data.**
17. **User Bases.**
18. **Chart of Accounts. Management Chart of Accounts**



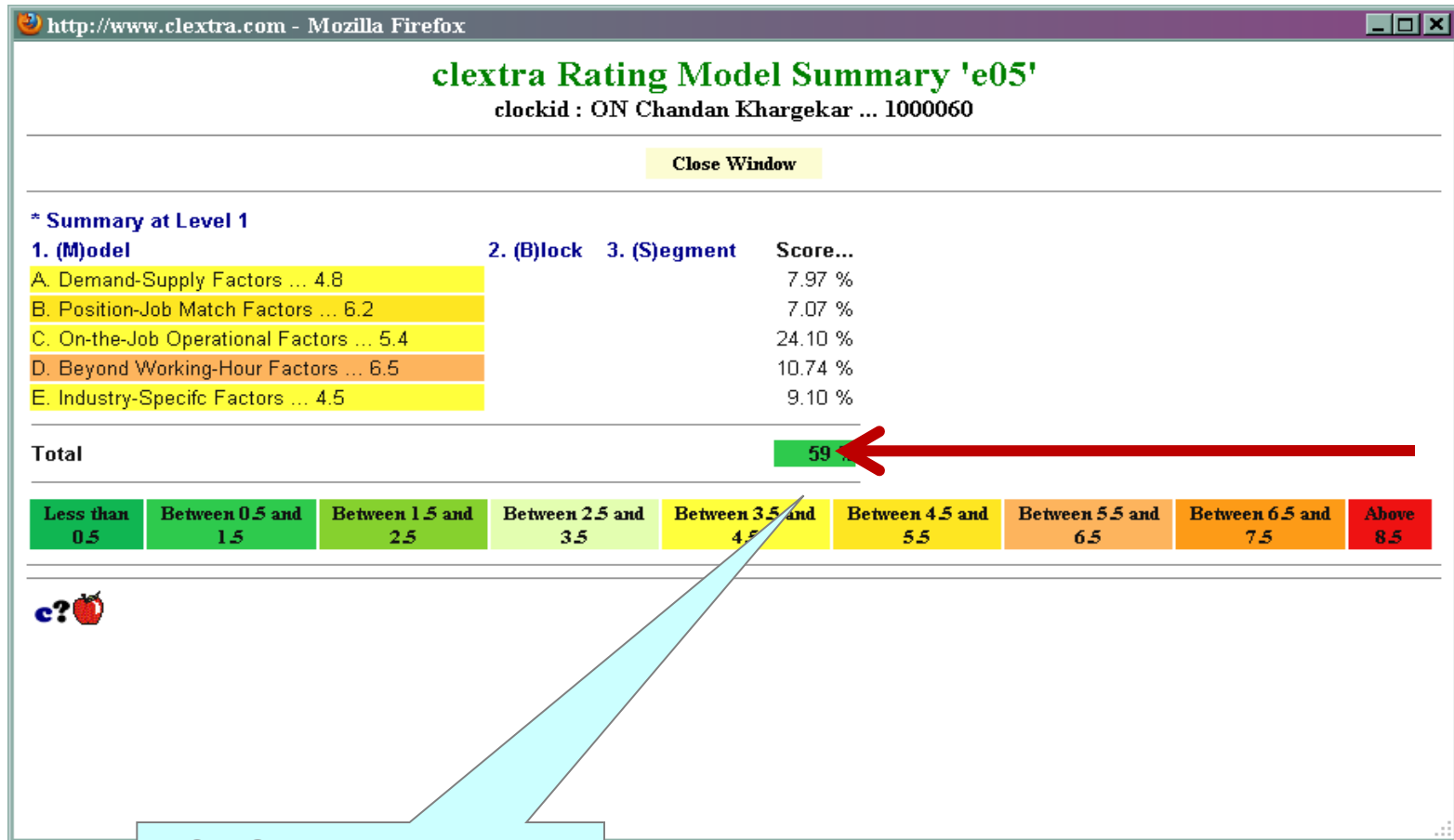
People Risk Model : Two-Dimension OR Level-2 MB(S) View

* Summary at Level 2

1. (M)odel	2. (B)lock	3. (S)egment	Score...
A. Demand-Supply Factors ... 7.6	AA. Skills Gap between Market and Internal ... 7.0		3.90 %
	AB. Recruitment ... 7.7		4.30 %
	AC. Training ... 8.2		4.60 %
B. Position-Job Match Factors ... 4.5	BA. Past Work-Job-Description ... 7.0		0.80 %
	BB. Current Work-Job-Description ... 4.2		4.90 %
C. On-the-Job Operational Factors ... 3.6	CA. Involving OTHER Colleagues ... 2.4		1.00 %
	CB. NOT Involving Colleagues ... 1.4		0.95 %
	CC. Decision-Making ... 2.8		3.45 %
	CD. Governance and Compliance ... 4.0		2.02 %
	CE. Organisational Design Factors ... 4.4		1.28 %
	CF. Attendance and Time on Job Achievement ... 3.0		1.20 %
	CG. Performance and Appraisal ... 4.8		2.90 %
	CH. Safety; Security and Surveillances Incidents ... 5.3		3.15 %
	CI. Planning - Budgeting - Forecasting - Estimation ... 6.3		3.40 %
D. Beyond Working-Hour Factors ... 5.2	DA. Self worth and Lifestyle ... 4.6		6.25 %
	DB. Involving Family ... 5.0		1.20 %
	DD. Involving non-Colleagues ... 0.0		1.60 %
E. RETAIL : Industry Specific Factors ... 7.0	EA. Industry Related ... 8.5		4.70 %
	EB. Customer Related ... 7.8		4.35 %
	EC. Peer Related ... 4.0		2.50 %
	ED. Supplier Related ... 5.2		3.10 %
Total			62 %



People Risk Model – Single-Dimension OR Level-1 M(BS) View



A SINGLE aggregated People Risk Score for the whole organization

People Risk Model : Three-Dimension OR Level-3 MBS View

Aggregated Dashboards across Risk Metrics are available for senior management to monitor People Risk Landscape

Colored Heat Maps ensure swift decision for priority issues (Red areas)



http://www.clextra.com - Mozilla Firefox	
	50 Over-Staffed 3.0 0.17
	51 Poor Management 3.0 0.17
	52 Order Acceptances Process and Signatory Approvals 4.0 0.11
	53 Statutory Payments - Penalty Payments 4.0 0.11
Cashflow and Liquidity ... 2.5	54 Management of Receivables 3.0 0.67
	55 Management of Payables 3.0 0.33
	56 Regular monitoring of Cashflow 2.0 0.22
	57 Order Acceptances Process and Signatory Approvals 2.0 0.22
	58 Consolidated and Comprehensive Insurance Cover 2.0 0.44
	59 Litigation and Liability Management 2.0 0.22
	60 IPR Protection - Patents; Trademarks etc. 3.0 0.33
	61 Penalties; Fines; Claims Management 4.0 0.44
Stock ... 5.4	62 Thought-through Demand Planning 8.0 1.78
	63 Just-in-time Planning and Process 8.0 0.89
	64 Vendor Management and Rating Systems 8.0 0.89
	65 Goods-in Quality Control 8.0 0.89
	66 Periodic book and physical audits 9.0 3.00
	67 Plan for periodict disbursement and books updation 9.0 2.00
	68 Sound Job and Order Costing 2.0 0.44
	69 Genuine profitable value-addition. 4.0 0.44
	70 Adequate Capacity to meet demand 3.0 0.33
	71 Current Occupancy and Capacity utilisation 2.0 0.22
	72 Regular Make or Buy decisions 1.0 0.33
	73 Contractor Management 3.0 0.67
People Repsonibility ... 3.8	74 Ability to draw Quality Talent 3.0 1.00
	75 Ability to hold Achievers-Performers-Talent 4.0 1.33
	76 Ability to weed-out - retrenceh non-Performers Red Staff 5.0 1.67
Exposure Reduction ... 2.8	
Procurement ... 8.0	
Manufacturing Value-addition ... 2.8	
Contract Management ... 2.0	
Manpower Quality ... 4.0	
Obsolencesce and dead-stock ... 9.0	



Employee Information System (Import required fields ONLY)

Modify Employee Master Record

Assigned Employee-ID :	1 000 145
Employee Name :	Chitra Unnikrishnan
Employee alias :	0016 (No spaces NOR special characters)
Designation :	Sales Executive
Main Task Type :	564 ... Convince clients, brokers, agents and other intermediaries and a
Gender :	<input type="radio"/> Male : <input checked="" type="radio"/> Female
Date of Birth :	1964-05-03 YYYY-MM-DD Get Date
Date of Joining :	2003-11-29 YYYY-MM-DD Get Date
Location :	2 ... inKAbIraZON01 : Corporate Office ... Multiple Locations
Associated Corporate :	Zilog India Electronics ... 100100507
Type of Involvement :	Permanent
Batch :	200311 (Any 6-char, typically YYYYMM or YYYYWW)
Grade :	2
Educational Level :	- NOT SPECIFEID -
Certifications :	... SET!
Years of Experience prior to this :	3.4
Overwrite Compensation Set? :	<input type="radio"/> Yes : <input checked="" type="radio"/> no
Select Compensation Set :	Set 2 : for Grade 2 ... (Check Yes above)
Date of Leaving : (if applicable)	0000-00-00 YYYY-MM-DD ... Get Date
Reason for Leaving : (if applicable)	101 : Lack of individual Respect
Team :	I9-t = Profit Centre (Team I9:T20)
Household :	- - NOT SPECIFEID -
Superior :	Anup J. Tapase : 1000008 : ... ADD ... if unavailable. ... Find ...
Tech.Head :	Anishek Agarwal : 1000007 :
HR Head :	- NOT SPECIFEID - :
Corporate Role :	S002 ... SAP - FICO Functional
CRIP Centre :	... -NOT SPECIFIED-

While stand-alone the RiskPro clextra PRAY model would require minimal structured key-based information about Staff. This can be exported, imported or manually maintained as needed.

Screenshots – Manual Entry based on PRAY Model

Supervisor / HR Dept complete Annual Risk Assessment for each employee based on pre-defined Risk Metrics

http://www.clextra.com - Mozilla Firefox

clextra Rating Model 'e04'
clockid : ON Chitra Unnikrishnan ... 1000145

Close Window

e?

Rating

				1. Negligible	2. Very-Low	3. Low-Average	4. Below-Par	5. Average	6. Above-Par	7. High-Average	8. Risky	9. Very-High
Capital Management	Capital Adequacy	1. Under-Capitalisation		<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		2. Poorer Use of Capital		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
	Portfolio Management	3. Ensure Profit; Cost; Revenue and Investment Centres		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
		4. Ensure ROI		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
	Return on Investment	5. Investment Inflows		<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		6. Ensure TCO on all CRIP Centres		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	Profitability	7. Ensure adequate Shareholder Return		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		8. Ensure adequate Staff Salaries		<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	IPR and Wealth Development		9. Patents. Copyright. Trademarks.		<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
			10. Intangible Balance Sheet		<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
			11. Market Value		<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i3S and GRC	Safety Management	12. Ensure Statutory Requirements		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	
		13. Ensure Internal Safety and Hazards Management		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	
External Security		14. Ensure least external threats		<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
		15. Ensure no internal support to external threats		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	
		16. Protection against Dacoity; Terrorism etc.		<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
		17. Force Majeure Causes Protection		<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	
		18. External IPR Theft		<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	

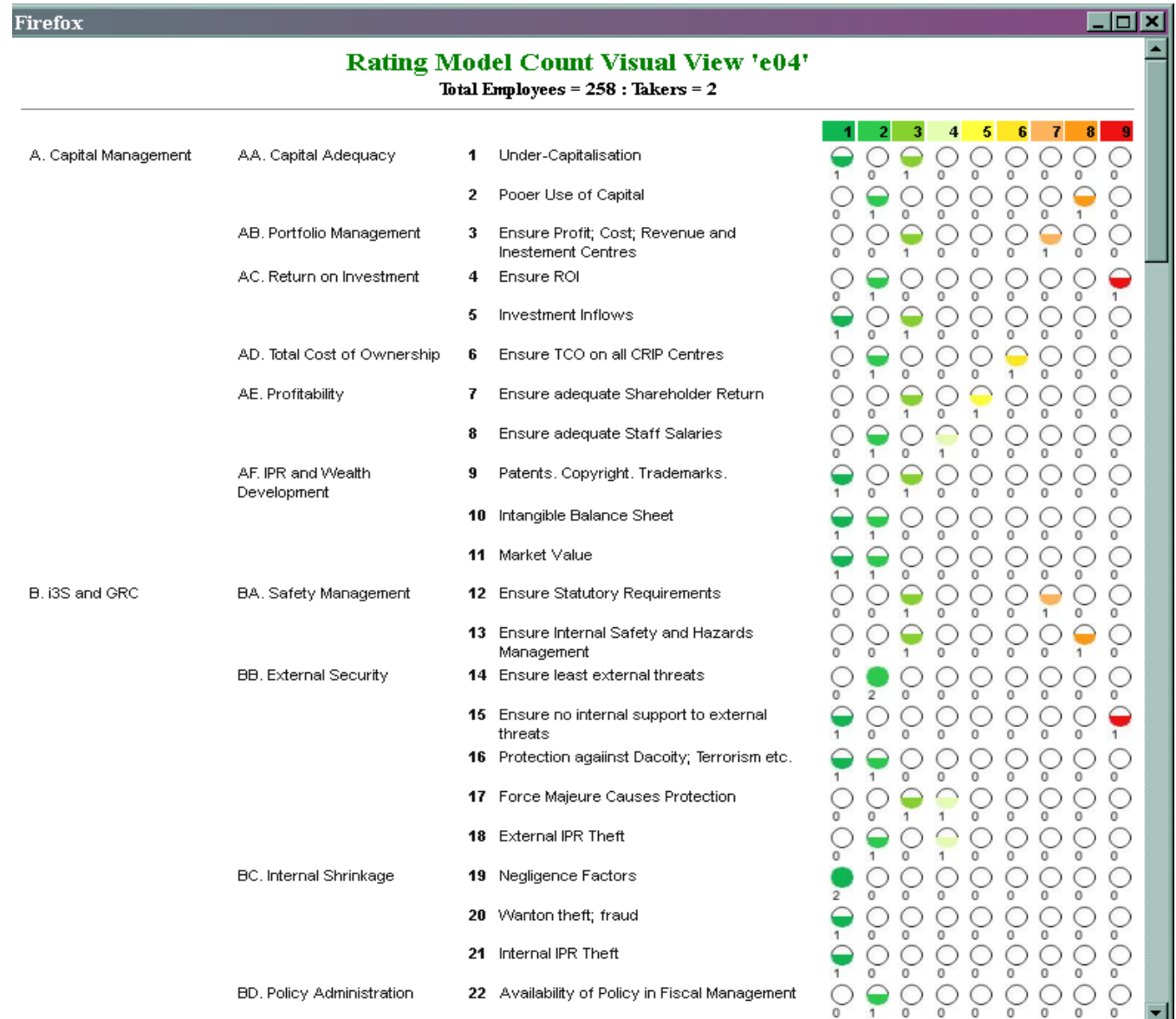
Aggregate score of the Assessment is one of the inputs for overall Employee Risk Score for that employee



Numbers Report

		clextra Rating Model Count View 'e04'										
		Total Employees = 258 : Takers = 2										
			1	2	3	4	5	6	7	8	9	
A. Capital Management	AA. Capital Adequacy	1 Under-Capitalisation	...1	-	...1	-	-	-	-	-	-	
		2 Poorer Use of Capital	-	...1	-	-	-	-	-	...1	-	
	AB. Portfolio Management	3 Ensure Profit; Cost; Revenue and Investment Centres	-	-	...1	-	-	-	...1	-	-	
		4 Ensure ROI	-	...1	-	-	-	-	-	-	...1	
	AC. Return on Investment	5 Investment Inflows	...1	-	...1	-	-	-	-	-	-	
		6 Ensure TCO on all CRIP Centres	-	...1	-	-	-	...1	-	-	-	
	AD. Total Cost of Ownership	7 Ensure adequate Shareholder Return	-	-	...1	-	...1	-	-	-	-	
	AE. Profitability	8 Ensure adequate Staff Salaries	-	...1	-	...1	-	-	-	-	-	
		9 Patents. Copyright. Trademarks.	...1	-	...1	-	-	-	-	-	-	
	B. I3S and GRC	AF. IPR and Wealth Development	10 Intangible Balance Sheet	...1	...1	-	-	-	-	-	-	-
			11 Market Value	...1	...1	-	-	-	-	-	-	-
BA. Safety Management		12 Ensure Statutory Requirements	-	-	...1	-	-	-	...1	-	-	
		13 Ensure Internal Safety and Hazards Management	-	-	...1	-	-	-	-	...1	-	
BB. External Security		14 Ensure least external threats	-	...2	-	-	-	-	-	-	-	
		15 Ensure no internal support to external threats	...1	-	-	-	-	-	-	-	...1	
		16 Protection against Dacoity; Terrorism etc.	...1	...1	-	-	-	-	-	-	-	
		17 Force Majeure Causes Protection	-	-	...1	...1	-	-	-	-	-	
BC. Internal Shrinkage		18 External IPR Theft	-	...1	-	...1	-	-	-	-	-	
		19 Negligence Factors	...2	-	-	-	-	-	-	-	-	
		20 Wanton theft; fraud	...1	-	-	-	-	-	-	-	-	
	21 Internal IPR Theft	...1	-	-	-	-	-	-	-	-		
BD. Policy Administration	22 Availability of Policy in Fiscal Management	-	...1	-	-	-	-	-	-	-		
	23 Availability of Policy in HR Management	-	...1	-	-	-	-	-	-	-		
	24 Availability of Policy in IT and ICT Management	-	...1	-	-	-	-	-	-	-		
	25 Availability of Policy in Stock Management	-	...1	-	-	-	-	-	-	-		
	26 Availability of Policy in Manufacturing Management	-	...1	-	-	-	-	-	-	-		
BE. Process Adherence	27 Follow Statutory Procedures; Rules and Guidelines	...1	-	-	...1	-	-	-	-	-		
	28 Follow Internal Procedures; Rules and Guidelines	-	...1	-	...1	-	-	-	-	-		
BF. Internal Audit	29 Unbiased; impartial; periodic; consistent audit	-	-	...2	-	-	-	-	-	-		
	30 Action based on internal audit observations.	-	-	...2	-	-	-	-	-	-		

Numbers Visual Report



Ranking Report – Highest to Least Risk

Firefox

All Employee Ranking of PRAY Rating

Least 5%	Less 15%	Less Mid 30%	High Mid 30%	High 30%	Highest 5%
PRAY					
SI ID	Employee	Team Household	Grade	Score	
1	1000135 Anandha Krishnan	B4-1	8	2	100.00 1 Highest 5%
2	1000057 Bharath Sankaran	Y5-1	9	3	100.00 2 Highest 5%
3	1000199 Rohan S. Aradhya	I7-1	1	1	99.36 3 Highest 5%
4	1000140 Archana Rao	B9-1	4	2	96.90 4 Highest 5%
5	1000052 Anand Nair	I9-1	5	3	96.67 5 Highest 5%
6	1000146 Daniel James	G5-1	3	2	96.21 6 Highest 5%
7	1000051 Akshat Birla	E2-1	4	1	97.12 7 Highest 5%
8	1000149 Frank Daniel V	G8-1	9	2	96.43 8 Highest 5%
9	1000042 Sudipto Das	G0-1	7	3	95.79 9 Highest 5%
10	1000087 Mathew K.J.	G8-1	3	1	95.21 10 Highest 5%
11	1000234 Taha Jwaji	O2-1	3	1	95.20 11 Highest 5%
12	1000180 Pranav Sheth	R9-1	2	2	95.15 12 Highest 5%
13	1000115 Sathish Kumar M	V4-1	8	2	94.50 13 Highest 5%
14	1000076 Jason Mathew	R4-1	4	3	94.49 14 Near-Highest 15%
15	1000156 Johanson Bertie	Y5-1	4	2	92.29 15 Near-Highest 15%
16	1000228 Sugandhi G.	Y6-1	4	1	92.27 16 Near-Highest 15%
17	1000097 Pranav Jhunjhunwala	B9-1	6	1	92.25 17 Near-Highest 15%
18	1000256 Vivekananda Hegde	I1-1	8	1	92.18 18 Near-Highest 15%
19	1000182 Praveen Lingamneni	Y0-1	8	1	90.58 19 Near-Highest 15%
20	1000245 Verne Emile D'Souza	R3-1	4	1	90.28 20 Near-Highest 15%
21	1000255 Vivek Vatsal	I1-1	7	1	89.32 21 Near-Highest 15%
22	1000190 Rahul Ravindran	V8-1	8	1	88.99 22 Near-Highest 15%
23	1000098 Prashant Bangur	B3-1	6	1	88.98 23 Near-Highest 15%
24	1000005 Vivek Vaidyanathan	G2-1	1	1	88.47 24 Near-Highest 15%
25	1000127 Abhishek De				
26	1000085 Luke Mascarenhas				
27	1000122 Vineet Rai				
28	1000154 Jayant J Kashyap				
29	1000032 Nabendu Chowdhury				
30	1000222 Sidhant Jalan				

Firefox

All Employee Ranking of PRAY Rating

Least 5%	Less 15%	Less Mid 30%	High Mid 30%	High 30%	Highest 5%
PRAY					
SI ID	Employee	Team Household	Grade	Score	
1	1000118 Suman Sarkar	V7-1	8	2	8.14 1 Least 5%
2	1000092 Narendra Kumar B S	O6-1	9	1	0.29 2 Least 5%
3	1000219 Shobith S. Aha	G7-1	3	1	1.00 3 Least 5%
4	1000197 Robinson Raju	I5-1	2	1	1.16 4 Least 5%
5	1000138 Anshuman Singh	B7-1	3	2	1.74 5 Least 5%
6	1000010 Ashwini Kulkarni	B2-1	4	5	2.13 6 Least 5%
7	1000257 Yashovardhan Gupta	I1-1	3	1	2.30 7 Least 5%
8	1000231 Surendra Kumar Singhi	Y9-1	4	1	2.77 8 Least 5%
9	1000029 Krishna Raghava M.P.	I7-1	1	3	3.72 9 Least 5%
10	1000161 Kiran Chandranna	O0-1	4	2	3.76 10 Least 5%
11	1000059 Biju Jeethendran	Y7-1	9	3	4.22 11 Least 5%
12	1000038 Ravi Jain	B6-1	2	3	4.29 12 Least 5%
13	1000142 Bela Raja	G1-1	8	2	4.70 13 Least 5%
14	1000104 R. Subramainam	I1-1	8	1	5.72 14 Less 15%
15	1000175 Omkar Muralidharan	R4-1	9	2	5.77 15 Less 15%
16	1000107 Santana Gopinath G	B5-1	9	1	6.06 16 Less 15%
17	1000175 Sameer P	V2-1	6	2	6.06 17 Less 15%
18	1000175 Ashwini Kulkarni	G7-1	2	3	7.03 18 Less 15%
19	1000175 Ashwini H.D.	Y6-1	2	2	8.02 19 Less 15%
20	1000175 Gabel	G6-1	4	3	8.04 20 Less 15%
21	1000175 Desphande	B3-1	7	3	8.69 21 Less 15%
22	1000175 Gaby	G3-1	5	1	8.87 22 Less 15%
23	1000175 Gader	O6-1	6	3	9.15 23 Less 15%
24	1000175 Gader	O7-1	3	3	9.36 24 Less 15%
25	1000175 Gader				9.70 25 Less 15%
26	1000175 Gader				9.79 26 Less 15%
27	1000175 Gader				10.53 27 Less 15%
28	1000175 Gader				11.09 28 Less 15%
29	1000175 Gader				11.14 29 Less 15%
30	1000175 Gader				11.24 30 Less 15%

A range of options and links are available ...

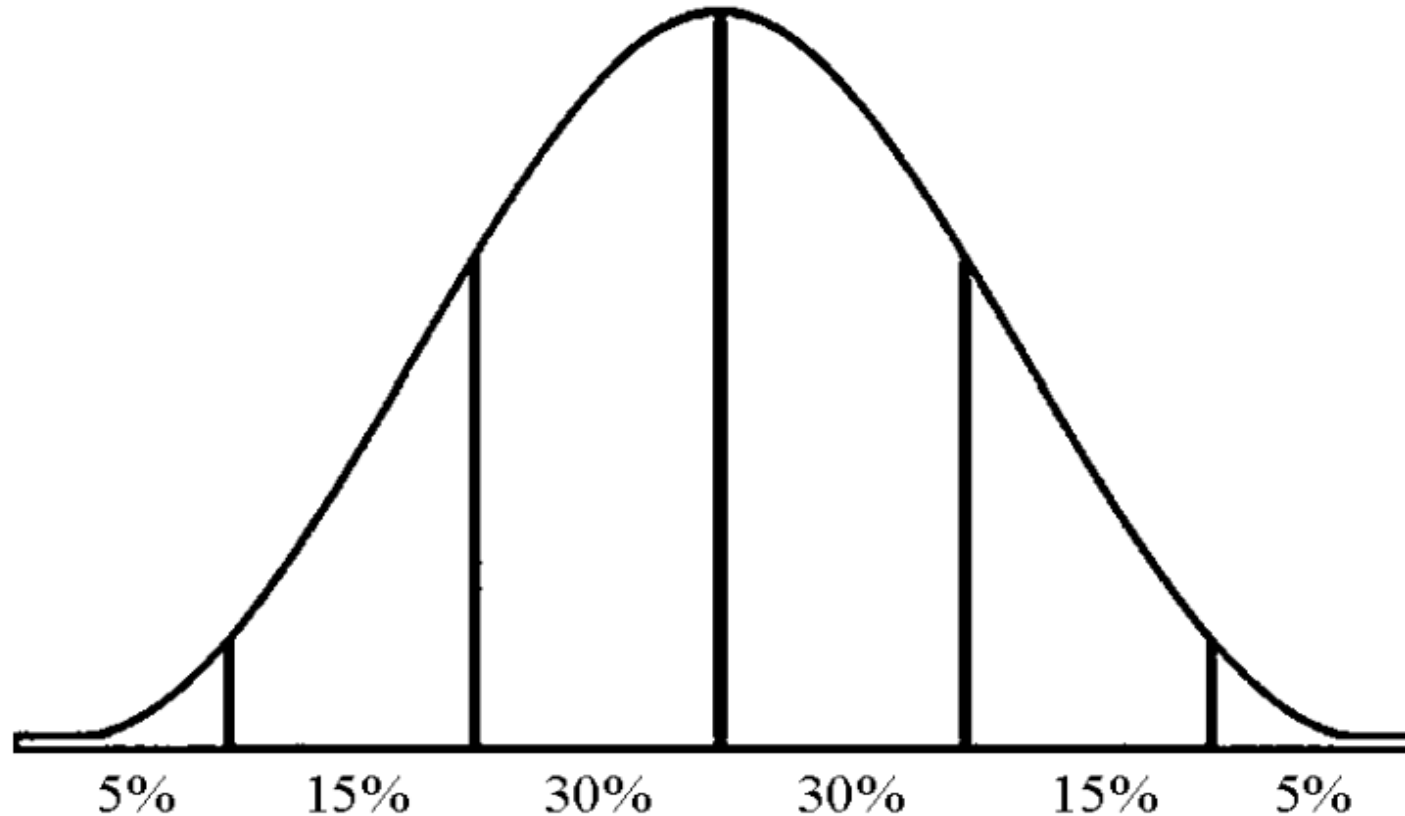
- Up or down LIST
- Online Query
- Offline Printing
- Lists of all Ratings
- 6-level Percentile Ranking.
- Grouping on a range of Factors.
- Behavioral Links
- Incidents Databases
- Performance Appraisal Links

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The 6-level Ranking ... effectively

255	1000138	Anshuman Singh	B7-t	3	2	1.74	255 : Least 5%
256	1000197	Robinson Raju	I5-t	2	1	1.16	256 : Least 5%
257	1000219	Shobith S. Alva	G7-t	3	1	1.00	257 : Least 5%
258	1000092	Narendra Kumar B S	O6-t	9	1	0.29	258 : Least 5%
259	1000118	Suman Sarkar	V7-t	8	2	0.14	259 : Least 5%

Least 5%	Less 15%	Less-Mid 30%	High-Mid 30%	High-30%	Highest 5%
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Ranking and N-wise listings and Group Analytics

PRAY Selected Final Ratings
store = inKAbI rAZON02

Less than 20%
Between 20 and 49%
Between 50 and 59%
Between 60 and 69%
Above 70%

Sl. ID	Employee title=	Location title=	Team title=	Household title=	Grade	Campaign	PRAY Rating	Variance
1.	1000197 Robinson Raju	Factory	Team I5:T16:I5-t	2	1		1.2	
2.	1000201 Rohit Sriram	Factory	Team I9:T20:I9-t	2	1		43.4	
3.	1000187 Raghunandan G	Factory	Team V5:T06:V5-t	8	1		86.7	
4.	1000221 Siddharth Shivapuja	Factory	Team I1:T12:I1-t	5	1		85.2	
5.	1000160 Kavya Sriram	Factory	Team Y9:T50:Y9-t	8	2		65.1	
6.	1000163 Koushil Sreenath	Factory	Team O2:T53:O2-t	7	2		78.6	
7.	1000153 Indrayudh Ghoshal	Factory	Team Y2:T43:Y2-t	2	2		75.4	
8.	1000178 Prabhnoor Singh Jolly	Factory	Team R7:T68:R7-t	9	2		63.7	
9.	1000176 P D Kulkarni	Factory	Team R5:T66:R5-t	9	2		60.8	
10.	1000173 Nihal Kashinath	Factory	Team R2:T63:R2-t	3	2		13.2	
11.	1000125 Yogesh Pandit T.J.	Factory	Team I4:T15:I4-t	5	2		25.7	
12.	1000114 Sandeep Shetty	Factory	i3s Team:V3-t	4	2		20.2	
13.	1000030 Mahesh K.M.	Factory	Team I8:T19:I8-t	4	3		9.8	
14.	1000042 Sudipto Das	Factory	Team G0:T31:G0-t	7	3		95.8	
15.	1000052 Anand Nair	Factory	Team I9:T20:I9-t	5	3		98.7	
AVERAGE							54.9	

Less than 20%
Between 20 and 49%
Between 50 and 59%
Between 60 and 69%

Group and Sub-Group Listings ..

- Designation-wise
- Qualifications-wise
- Geographic Location-wise
- Age-Band wise
- Experience-Band wise
- Shift-wise
- Grade (or Compensation) wise
- Batch wise
- Superior 1,2 or 3 wise.
- User-defined Campaign wise
- Skill-Sets wise

The logo for Clextra, featuring the word "clextra" in a white, lowercase, sans-serif font centered within a solid blue rectangular background.

clextra

PRAY

Clextra PRAY
ADVANCED

Practical Implementation using the clextra
Platform

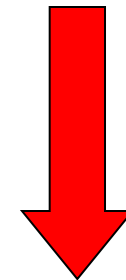
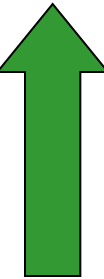
Let's take a Level-3 'S' level entry

People Repsonsibility	Manpower Quality	74.	Ability to draw Quality Talent	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		75.	Ability to hold Achievers-Performers-Talent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		76.	Ability to weed-out - retrenceh non-Performers Bad Staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
		77.	Ability to re-train; re-skill Workforce to Market needs	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Default. Start Number



- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9



Not really options ... your culture

1. It does not happen to us. It can't. It won't, Risk is not a problem. We insure everything.
2. You can't quantify risk. At best it is a qualitative thing.
3. The Superior/Line Manager is the best person. Finance is best equipped. Legal should handle this.
4. We need to set up a separate Risk; GRC cell/group or division.
5. Risk should be ground-up based on actual actions, decisions, inflow, outflow, costs, losses etc.
6. We need to measure these 'losses'; down-side and up-side of risk management; process compliance and governance by supervisors & managers.
7. A risk measure has to be multi-faceted and should truly reflect the specific risk in question.

Not just ONE number ...

1. NOT limited to an static 5. Manual and arbitrary UP to 1,2,3,4 OR DOWN to 6,7,8,9.
2. Why UP?
 1. i3S incidents. Internal FIR. Evidence.
3. Why DOWN?
 1. Performance. Promotion. Increment. Incentives. Internal Affinity/Loyalty Points. Inner Circle.
4. Tangible vs Intangible
 1. Tangible where there is 100% agreement and/or Scientific Acceptance.
 2. Intangible. 360 degree. Could be 180 or 270.
5. The 3-dimensions could be aligned/quantified and qualified / customised by Industry & Enterprise.
 1. Financials. (Supply side, Demand side OR BOTH).
 2. Threat (internal)
 3. Vulnerability (external)

Option 1 : Year 1

1. 9 point-scale on 120 odd parameters.
2. Individual Score / Percentile based on this.
3. Enterprise wide Score.
4. Any-which-way Group-wise. 20-odd keys.
5. Ranking-of-Enterprise wide OR Group-wise.
6. GE/Jack-Welch type 6-level grouping.

Option 2 : Appraisal Inclusion

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1. Create a GRC Department. 4 full or part-time Staff with a) Legal Risk; b) Financial Risk; c) Business Risk & d) People Risk as Skill-Focus-Areas. Maintain a Risk Library; Risk Audit; Risk Practice. Buy a Risk Tool.
2. Focus on People Risk ... focus on Governance & Compliance as well.
3. Review the OD, JD, KRA's and Periodic Performance Appraisal System. Team Roles. Acceptable Risk Limits.
4. Use the Riskpro PRAY template for UP or DOWN as a simple Appraisal add-on.

1
2
3
4
5
6
7
8
9



Attitude Now Tops Targets in Appraisals



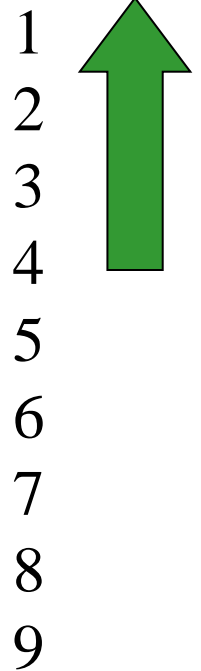
Workers being judged on risk-taking, willingness to learn & co-operate

SHRUTI SABHARWAL & DEVINA SENGUPTA
BANGALORE

At Microsoft's Global Technical Support Centre (GTSC) in Bangalore, a team of over 1,000 engineers solve problems for the Redmond, Washington-based company's blue-ribbon corporate customers, including the likes of the National Aeronautics and Space Administration (NASA) which runs the US' civilian space programme.

Option 3 : 360 degree : Year 3

1. Options
 1. 360,270 or 180.
 2. Periodicity. Quarterly. Bi-annaul or Annual.
2. Total (approx. 24 to 30).
 1. Self-Service OWN.
 2. Boss. (+ up to 2 further Superiors).
 3. Subordinates. (Whole team or select 8).
 4. Peers (All in team, all nominated or select 8).
 5. Reporting to (All or selected 8).



Option 4 : GiCA-i3S-clextra Model

1. System based on an internal 'Incidents' with internal FIR (Police First Information Report). Evidence, Witnesses, Guilty or not-Guilty, Sentencing equivalents.
2. Obviously NOT a civil or criminal offence; nor infringement of contract NOR NDA etc.
3. Poor Decision Quality; Un-willingness to Learn; Apathy; non-Compliance; Lack of Governance; Group-ism etc. related Risks ... could all incur an iFIR.

1 ↑
2
3
4
5 ↓
6
7
8
9

GiCA

clextra

i3S

Option 5 : 3D Metrics



Financial Implication X

1. Insignificant
2. Marginal
3. Low
4. Below Average
5. Medium Cost
6. Above Average
7. High
8. Very High
9. Astronomical

Internal Vulnerability X

1. Extremely Safe
2. Marginal Vulnerability
3. Safe
4. Below Average
5. Medium Vulnerability
6. Above Average
7. Highly Vulnerable
8. Extremely Exposed
9. Dangerously Vulnerable

External Threat X

1. Not a Threat at all
2. Marginal Threat
3. Minimal Threat
4. Below Threat
5. Medium Threat
6. Above Average
7. Clear and Visible
8. Extremely Threatening
9. Dangerously Threatening

= Derived PERCENTAGE

- 1% Zero
- 2-3% Marginal
- 4-6% Low
- 7-13% Acceptable
- 14-22% Average
- 23-34% Exists
- 35-50% High
- 51-72% Very High
- 73% or more Dangerous

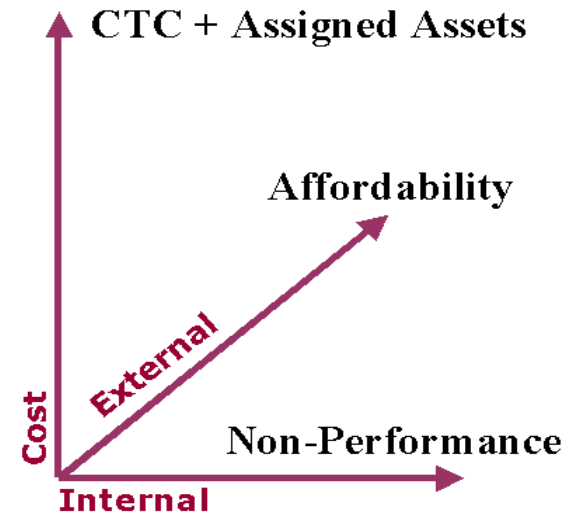
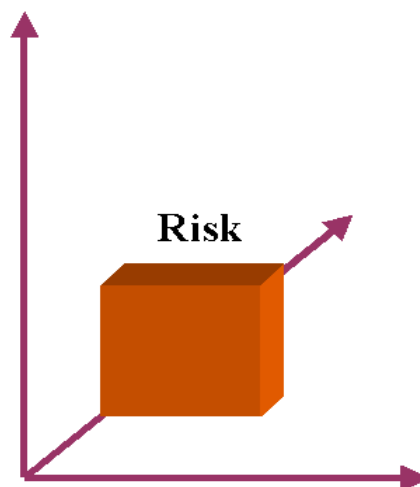
Cost	Internal	External
0. Zero Cost- (NR Cost)	0. Zero Threat	0. Zero Exposure
1. Base-1 (Minimal)	1. Threat-1	1. Exposure-1
2. Base-2 (0-10,000)	2. Threat-2	2. Exposure-2
3. Base-3 (10,001-25,000)	3. Threat-3	3. Exposure-3
4. Base-4 (25,001-50,000)	4. Threat-4	4. Exposure-4
5. Base-5 (50,001-100,000)	5. Threat-5	5. Exposure-5
6. Base-6 (100,001-500,000)	6. Threat-6	6. Exposure-6
7. Base-7 (500,000-25,00,000)	7. Threat-7	7. Exposure-7
8. Base-8 (25 to 50 lakhs)	8. Threat-8	8. Exposure-8
9. Base-9 (50 to 100 lakhs)	9. Threat-9	9. Exposure-9
10. Base-10 (Over 100 lakhs)	10. Threat-10	10. Exposure-10

Impact	Risk Management Actions		
Significant	Considerable management required 7	Must manage and monitor risks 8	Extensive management essential 9
Moderate	Risks may be worth	Management effort	Management effort

Employee Risk - Report

SN ID	Employee	Team	Household	Grade	Cost	Internal	External	TOTAL
1.	1000145 Chitra Unnikrishnan	I9-t		2	4	6	7	5.7
2.	1000258 Casper Abraham	I9-t	3	12	5	1	6	4.0
3.	1000029 Krishna Raghava M.P.	I7-t	1	3	0	0	0	0.0
4.	1000093 Naresh Bhat	G7-t	3	1	0	0	0	0.0
5.	1000427 Kalpana	Y6-t	2	2	0	0	0	0.0

$$\text{Risk_Metric} = A\% \times T\% \times V\%$$



Option 6 : clextra 'riskfactor' system

1. Quantitative instead of Qualitative.
2. ERP++ Integration. BI. KM. EAI. MACS etc.
3. CRM – Sales, Customers, Invoices, Billing, Receivables, Collections, Order Acceptance. Collaborative Forecasting.
4. SCM – Procurement, Purchase Orders, Payables, Quality-in, Delivery Schedules, Inventory Management, Production Schedules, Job Scheduling.
5. Finance – Job Costing. Activity Based Costing. Management Chart of Accounts. Metrics & Ratios. Cash-flow.

Option(s) 7 : clextra Integrated

The logo for 'clextra' is displayed in white lowercase letters on a blue rectangular background.

1. PRAY – People Risk.
2. Risk 360 degree
3. i3S
4. Behavioural Assessments
5. Risk Register
6. SCRAY – Supplier/Customer Risk
7. Performance 360 degree
8. Risk Factor. Quantitative EAI.
9. HCM – HRIS – PMS - Risk Behaviour Rating
10. Access. Login. Admin. for ALL this.

Performance Period (options)



	Last but	Last	CURRENT	Next	Next after
1=Daily	<input type="radio"/> 2012_d013 2012-01-13 2012-01-13	<input type="radio"/> 2012_d014 2012-01-14 2012-01-14	<input checked="" type="radio"/> 2012_d015 2012-01-15 2012-01-15	<input type="radio"/> 2012_d016 2012-01-16 2012-01-16	<input type="radio"/> 2012_d017 2012-01-17 2012-01-17
2=Weekly	<input type="radio"/> 2012_w00 2012-01-02 2012-01-08	<input type="radio"/> 2012_w01 2012-01-09 2012-01-15	<input type="radio"/> 2012_w02 2012-01-16 2012-01-22	<input type="radio"/> 2012_w03 2012-01-23 2012-01-29	<input type="radio"/> 2012_w04 2012-01-30 2012-02-12
3=Twice monthly	<input type="radio"/> 2012_00h1 2012-01-15 2012-01-15	<input type="radio"/> 2012_00h2 2012-01-15 2012-01-15	<input type="radio"/> 2012_01h1 2012-01-15 2012-01-15	<input type="radio"/> 2012_01h2 2012-01-15 2012-01-15	<input type="radio"/> 2012_02h1 2012-01-15 2012-01-15
4=Monthly	<input type="radio"/> 2011_m11 2011-11-01 2011-11-30	<input type="radio"/> 2011_m12 2011-12-01 2011-12-31	<input type="radio"/> 2012_m01 2012-01-01 2012-01-31	<input type="radio"/> 2012_m02 2012-02-01 2012-02-29	<input type="radio"/> 2012_m03 2012-03-01 2012-03-31
5=IRREGULAR	<input type="radio"/> 2012-01-15 2012-03-01 2012-03-31	<input type="radio"/> 2012-01-15 2012-03-01 2012-03-31	<input type="radio"/> 2012-01-15 2012-03-01 2012-03-31	<input type="radio"/> 2012-01-15 2012-03-01 2012-03-31	<input type="radio"/> 2012-01-15 2012-03-01 2012-03-31
6=Bi-monthly	<input type="radio"/> 2011_t0910 2011-09-01 2011-10-31	<input type="radio"/> 2011_t1112 2011-11-01 2011-12-31	<input type="radio"/> 2012_t0102 2012-01-01 2012-02-29	<input type="radio"/> 2012_t0304 2012-03-01 2012-04-30	<input type="radio"/> 2012_t0506 2012-05-01 2012-06-30
7=Quarterly	<input type="radio"/> 2011_q3 2011-07-01 2011-09-30	<input type="radio"/> 2011_q4 2011-10-01 2011-12-31	<input type="radio"/> 2012_q1 2012-01-01 2012-03-31	<input type="radio"/> 2012_q2 2012-04-01 2012-06-30	<input type="radio"/> 2012_q3 2012-07-01 2012-09-30
8=Every 6 months	<input type="radio"/> 2011_h1 2011-01-01 2011-06-30	<input type="radio"/> 2011_h2 2011-07-01 2011-12-31	<input type="radio"/> 2012_h1 2012-01-01 2012-06-30	<input type="radio"/> 2012_h2 2012-07-01 2012-12-31	<input type="radio"/> 2013_h1 2013-01-01 2013-06-30
9=Annual	<input type="radio"/> y2010 2010-01-01 2010-12-31	<input type="radio"/> y2011 2011-01-01 2011-12-31	<input type="radio"/> y2012 2012-01-01 2012-12-31	<input type="radio"/> y2013 2013-01-01 2013-12-31	<input type="radio"/> y2014 2014-01-01 2014-12-31

Towards 'you' OR a person

Upto 3 Superiors

ALL Peers OR Team Members

As Superior 1, 2 OR 3 ALL subordinates

In 8-directions around you.

THE Person

ALL Contacts AND/OR Customers, Suppliers OR Firms

View 360 Degree Feedback
Feedback ABOUT Chitra Unnikrishnan ... 1000145

clextra Corporation
192.168.1.211 ... inblrhq1
: 0016-2-8

Today .. **SUN** Jan 15, 2012
Time ... 12:07 PM

boss1
Anup J. Tapase ... 1000008

boss2
Anishek Agarwal ... 1000007

boss3

peer
Chitra Unnikrishnan ... 1000145
self

subordinates3

1. Arun Bhat ... 1000009
2. Ashvini Kulkarni ... 1000010
3. Ashwin Raghu ... 1000055
4. B. Jaishankar ... 1000023
5. B.K. Sindhu ... 1000024
6. Balaji V ... 1000056
7. Bela Raja ... 1000142

1. Vijayaraghavan ... 100000002
2. Arnaub Ghosh ... 100000003
3. Amit Sinha ... 100000004
4. Sachin Ganguly ... 100000005
5. Binoy Thomas ... 100000006
6. Andre Marcos ... 100000007

1. Aditi Shrikumar ... 1000130
2. Aditya Kulkarni ... 1000049
3. Akshat Birla ... 1000051
4. Alfonso Mango ... 1000001
5. Amit Mehrotra ... 1000133
6. Anishek Agarwal ... 1000007
7. Archana Rao ... 1000140
8. Arjun Shenoy ... 1000141
9. Ashvini Kulkarni ... 1000010
10. B. Jaishankar ... 1000023
11. Bela Raja ... 1000142
12. Chinmayi Krishnappa ... 1000025
13. Chirag Gaglani ... 1000144
14. Deepak Puttaraj ... 1000011
15. Ekta Rani Agarwal ... 1000028
16. Frank Daniel V ... 1000149
17. H Ravish ... 1000070
18. Hemal Popat ... 1000151
19. Hemanth H ... 1000152
20. Jayanth Srinivasa ... 1000078
21. Kailash H.D. ... 1000157
22. Karthik Srinivasan ... 1000159

1. Aaron Ligovry Pereira ... 1000047
2. B. Jaishankar ... 1000023
3. Casper Abraham ... 1000258
4. Chandan Rajah ... 1000061
5. Chirag Gaglani ... 1000144
6. Deepak B G ... 1000064
7. Govind Raj T. ... 1000069
8. Jayant J Kashyap ... 1000154
9. Jitesh Bansal ... 1000155
10. Ketan Kowshik ... 1000084
11. Mythreyi Mukund ... 1000013
12. Prashanth John Ninan ... 1000034
13. Pravin Kumar Mehta ... 1000101
14. R. Ram ... 1000036
15. Rajesh Kumar ... 1000193
16. Ranjith Mathew ... 1000109
17. Rishabh M Jain ... 1000196
18. S. Karthick ... 1000203
19. Sameer P ... 1000113
20. Shaurya B.S. ... 1000217
21. Surendra Kumar Singhi ...
22. Vigneshwaran S. ... 100004

12: Search M-Level Report
13: Matrix M-Level Report
14: Search B-Level Report
15: Matrix B-Level Report
19: All 360 M-Level Report

H. InfoTollGate 360 Degree
I. Self Assessment
J. Employee Satisfaction
K. Employee Surveys

Away from 'you' or a person

The screenshot shows the clextra web application interface. At the top, it says "clextra" and "Provide 360 Degree Feedback". Below this, there are several sections:

- Upto 3 Superiors:** A callout pointing to the "boss1", "boss2", and "boss3" input fields.
- ALL Peers OR Team Members:** A callout pointing to the "peer" input field.
- As Superior 1, 2 OR 3 ALL subordinates:** A callout pointing to the "subordinates3" input field.
- In 8-directions around you:** A callout pointing to the central area where feedback is given.
- THE Person:** A callout pointing to the "client" input field.
- ALL Contacts AND/OR Customers, Suppliers OR Firms:** A callout pointing to the "self" input field.

The interface also displays a list of employees and their IDs, such as "Casper Abraham ... 1000258" and "Anishek Agarwal ... 1000007".

Upto 3 Superiors

THE Person

ALL Peers OR Team Members

As Superior 1, 2 OR 3 ALL subordinates

In 8-directions around you.

ALL Contacts AND/OR Customers, Suppliers OR Firms

Who is Riskpro... Why us?

ABOUT US

- ❑ Riskpro is an organisation of member firms around India devoted to client service excellence. Member firms offer wide range of services in the field of risk management.
- ❑ Currently it has offices in three major cities Mumbai, Delhi and Bangalore and alliances in other cities.
- ❑ Managed by experienced professionals with experiences spanning various industries.

MISSION

- ❑ Provide integrated risk management consulting services to mid-large sized corporate /financial institutions in India
- ❑ Be the preferred service provider for complete Governance, Risk and Compliance (GRC) solutions.

VALUE PROPOSITION

- ❑ You get quality advisory, normally delivered by large consulting firms, at fee levels charged by independent & small firms
- ❑ High quality deliverables
- ❑ Multi-skilled & multi-disciplined organisation.
- ❑ Timely completion of any task
- ❑ Affordable alternative to large firms

DIFFERENTIATORS

- ❑ Risk Management is our main focus
- ❑ Over 200 years of cumulative experience
- ❑ Hybrid Delivery model
- ❑ Ability to take on large and complex projects due to delivery capabilities
- ❑ **We Hold hands, not shake hands.**

Single-Point Solution

1

The Model

- 120 odd Parameters
- 3-tier break-up
- 9-point scale
- Rating. Individual, Group(s) and Enterprise.
- Ranking Group(s) and Enterprise.
- Trends Report.

2

The Tool

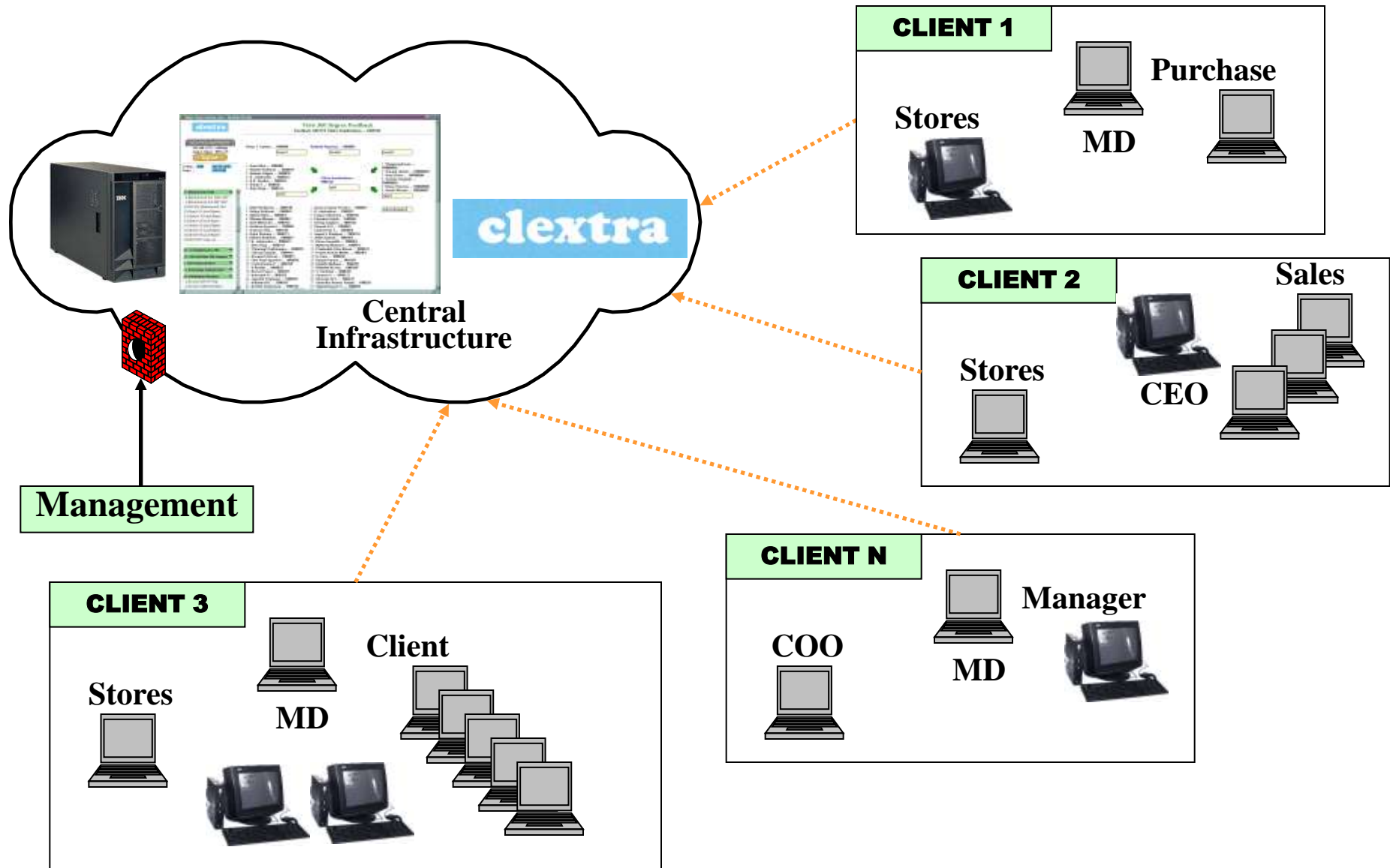
- Platform.
- cloud Software.
- Tool. Enabler.
- Access Control.
- Safety. Security. Privacy.
- Integrity. Authenticity
- Campaigns or Control windows.
- 24x7x365 availability.
- Data-capture.
- Reporting. Analytics.

3

The Services

- Deployment.
- First-time Data.
- User Training.
- Rater(s) Training.
- Reporting Training.
- Help-Desk. Tech-Support.
- Staff Augmentation.
- Managed Services.
- Out-sourced.

Cloud or Software as a Service



The PRAY Model

Roots

- Position in Organisation
- Job Description
- Longevity in Enterprise
- Trust within Enterprise
- Current & Past Record

Reportees

- People Accountability
- Sigma of all Reportees
- Non-performance Exposure
- PRAY now becomes CYCLIC

Resources

- Resources Accountability
 - Direct & Indirect Costs
 - Fixed & Variable Costs
 - Liability Exposure
 - Project-Delay Exposure

1. Promotion – Higher Authority
2. Bonuses & Incentives
3. Pay rise
4. More Responsibility
5. Increased Accountability
6. Awards & Recognition

Good

1. Non-Performance
2. Apathy. De-motivated
3. Negligence.
4. High-Risk Behaviour
5. Not-willing to take risks
6. Poor Decision-Making
7. Negligent Hiring
8. Lack of Training

Bad

1. Punishment for Failure
2. Time Skimming
3. Resources Skimming
4. Cartel-Unionisation
5. Insubordination
6. Theft

Ugly

HRIS / HRMS

HCM

PMS

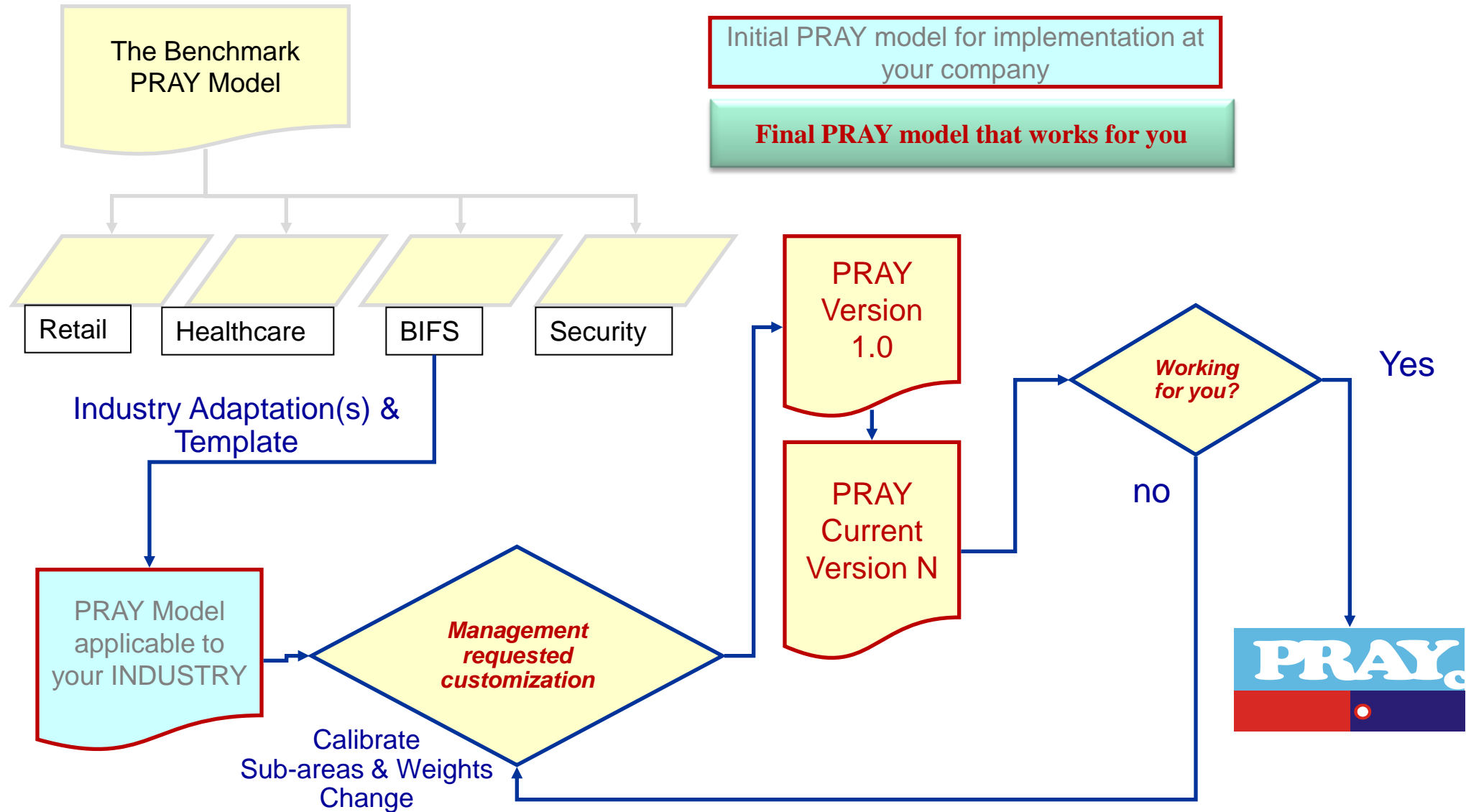
Decision-Making
Quality

Individual &
Group Metric

i3S

Enabler Components ...

PRAY Calibration – Customized for your exact needs



Example Industry Calibration - Logistics

Level 1	Level 2	Weight
Demand-Supply Factors	<ul style="list-style-type: none"> •Skills Gap between Market and Internal •Recruitment •Training •Availability of good skilled resources •Background checks 	20%
Position-Job Match Factors	<ul style="list-style-type: none"> •Current Work-Job-Description Knowledge of Logistics industry 	20%
On-the-Job Operational Factors	<ul style="list-style-type: none"> •Organisational Factors •Periodic Performance and Appraisal •Periodic Safety; Security and Surveillances •Incidents •Reputation Risk •Unauthorised receipts and expenditure •Revenue leakage 	30%
Beyond Working-Hour Factors	<ul style="list-style-type: none"> •Involving Others •Involving Family 	10%
•Company defined category	<ul style="list-style-type: none"> •Company defined risk factors •Company specific risk factors 	20%

Only RiskPro ...

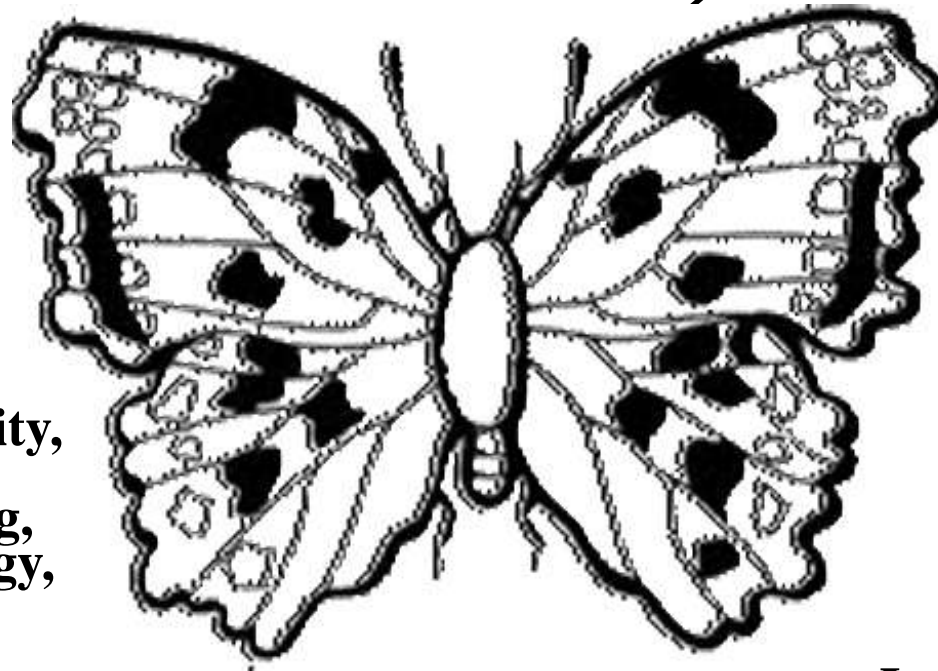
1. The ‘science’ of Business combined with the ‘art’ of People Metrics.
2. End-to-end Single-point Expertise.
3. Vertical(s), Horizontal(s). Model + Tool + Staffing + Training.
4. Country-wide Reach.
5. International reach with country-specific tie-ups.
6. Automated YET Manual hands-on providing the optimal ‘scalability’ without compromising quality.
7. Our platform, software, tools & enablers are already on the cloud and GRC compliant.
8. Least TCO (Total Cost of Ownership) with the quickest ROI (Return on Investment).

Model Extension

**Risk : Is like the spots.
It's everywhere.**

**Governance,
Risk &
Compliance**

**Not just People
Finance, Liquidity,
Legal, Vendor,
SCM, Marketing,
CRM, Technology,
Forecasting,
Competition
Software Reliability**



Yes HR but ...

Cloud based Tools

Staffing

Industry Advisory

Treat it as a 'frog' not 'bike-like' system



Simple Summary

1. Use a 9-point scale. Not 3, nor 4 but 9.
2. Set all your Staff to 5.
3. 6,7,8 or 9 is increasing degrees of 'risk'.
4. 4,3,2 or 1 is lower degree of risk or 'safe'.
5. Standardised 120 odd parameters for ALL staff.
6. Grouped with a 3-tier system which we call Module, Block & Segment or MBS System.
7. Individual, Enterprise or Group(s).
8. For Group(s) you need HRIS. Departments. Age. Experience, Skill-Sets, Roles etc.
9. Drill-down, Granularity, ERP integration, PMS, HRIS, HCM integration, quantitative or qualitative, 360 degree etc. OPTIONAL.
10. Do it yourself. Managed Services. Outsourced.

Contacts

BANGALORE

Casper Abraham, Director

No. 52/B Modi Residency
Millers Road, Benson Town
Bangalore - 560 045

M- 98450 61870

E- casper.abraham@riskpro.in

DELHI

Rahul Bhan, Director

C-561, Defence Colony,
New Delhi-110 024

M- 99680 05042

E- rahul.bhan@riskpro.in

MUMBAI

Manoj Jain, Director

B-44 Glaxo Building, Near Mt.
Mary's Steps, Bandra (W),
Mumbai 400050

M- 98337 67114

E- manoj.jain@riskpro.in

Email : info@riskpro.in



Web: www.riskpro.in