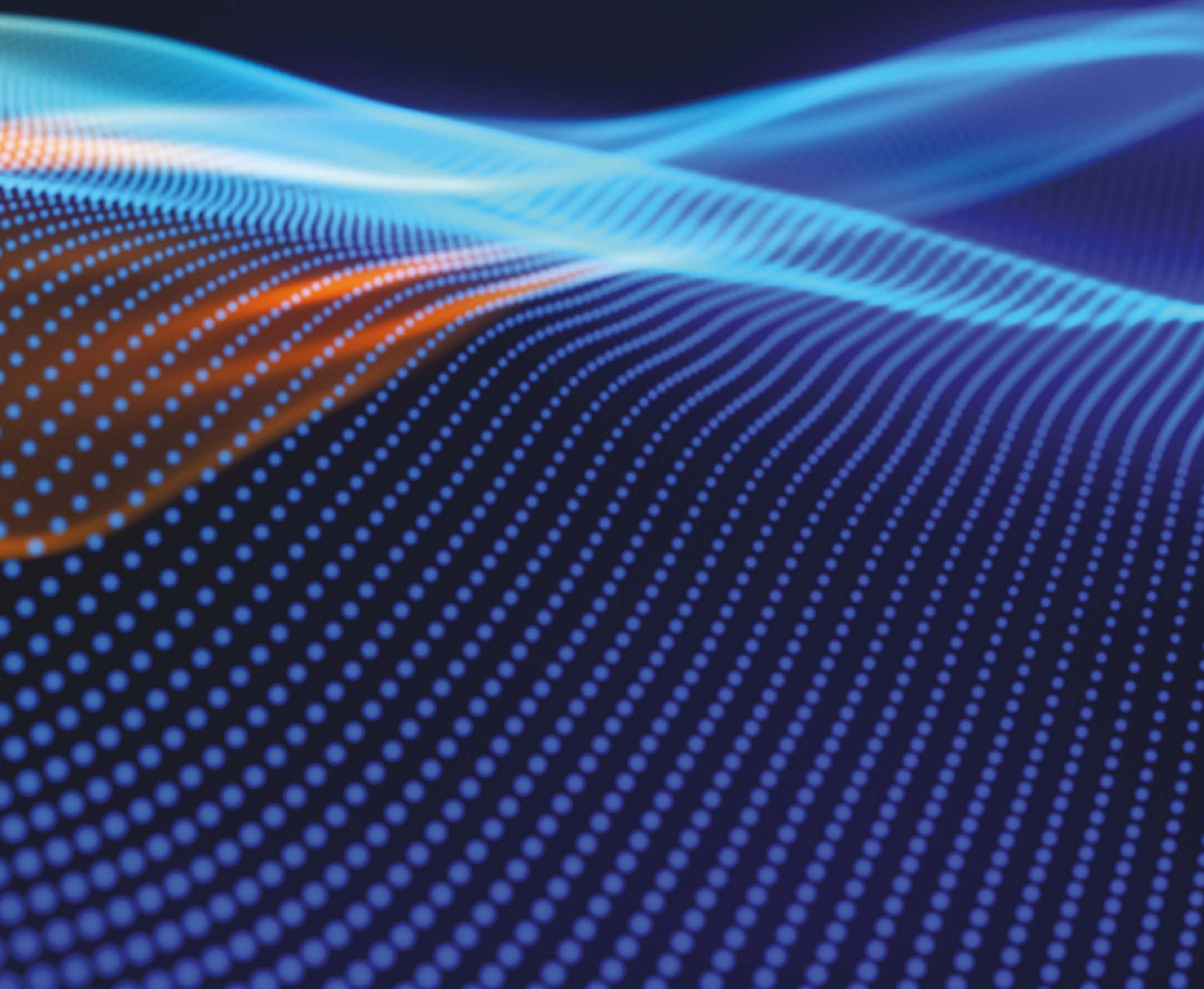


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# Airmic Competency Framework for Risk Professionals



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# FOREWORD

In an era defined by global uncertainty, volatility and accelerating change, the role of the risk professional has never been more critical – or more demanding. The increasing complexity and interconnectedness of risks, alongside the growing intangibility of organisational assets, requires broader insight, sharper judgement and a more strategic perspective. Technical expertise alone is no longer sufficient.

To remain professionally fit for the future, risk professionals must commit to their professional development – deepening their capability, expanding their commercial awareness, and strengthening their ability to anticipate, influence and respond. Continuing professional development is not optional; it is fundamental to maintaining credibility and delivering value in a rapidly evolving landscape.

Today's risk professional must be a trusted business partner – aligned with organisational strategy and priorities, helping to protect and grow enterprise value. This means acting strategically, collaborating across functions, challenging the status quo, and fostering a strong culture of risk consciousness throughout the organisation. It also demands creativity in risk treatment and response, recognising that managing modern risk requires more than control – it requires innovation.

This Competency Framework sets out the capabilities needed to meet these expectations. It is designed to support risk professionals at every stage of their career to grow, adapt, and lead – ensuring our profession continues to strengthen its impact, relevance, and influence in an increasingly complex world. You are not travelling this journey alone – Airmic is there to provide support. We hope you find the Competency Framework helpful.

**Adam Ireland**  
**Head of Learning, Airmic**



# THE AIRMIC PROFESSIONAL JOURNEY

The Airmic Professional Journey is more than a roadmap – it is a strategic compass for risk and insurance professionals navigating their careers in an increasingly complex and dynamic landscape. At its core, it offers members a clear pathway of learning and development opportunities tailored to each career stage, from those early in the profession to experienced practitioners and future leaders.

## What It Is

The Professional Journey is structured around the idea that professional growth is a lifelong continuum. It works in tandem with the Airmic Competency Framework for Risk Management Professionals, enabling individuals to intentionally build the skills, knowledge, and behaviours needed to perform effectively now, and to be professionally fit for the future.

It does this by mapping out a suite of targeted learning and development options, and a rich calendar of CPD offerings from Airmic, many accredited by external bodies. These opportunities help professionals not only acquire technical expertise but also strengthen strategic, commercial, and leadership capabilities that are critical to advancing their careers.

## Why It's Useful

### 1. Guided Professional Development

The journey gives structure to what can otherwise be a fragmented approach to CPD. By aligning learning options with career stages and competencies, professionals can plan with purpose, ensuring that time and effort invested in development builds towards meaningful career progress and impact.

### 2. Competency-Driven Growth

Because it complements the Competency Framework, the Professional Journey helps individuals focus not just on what they learn, but why and how these skills contribute to broader organisational value. This reinforces professional confidence and credibility – vital in a role where influence and business partnership are increasingly important.

### 3. Future-Fit Capabilities

Risk environments are evolving rapidly. The Professional Journey encourages continuous learning so professionals remain adaptive, innovative, and ready to respond to emerging challenges.

### 4. Community and Belonging

The journey is embedded within a vibrant community of peers, mentors, and subject-matter experts. This network not only expands access to diverse perspectives but also fosters collaboration – an essential asset in today's risk ecosystem.

### 5. Career Confidence

By illuminating a clear development pathway, the Professional Journey helps individuals take ownership of their professional narrative – from foundational knowledge to strategic leadership – ensuring they can add value not only operationally but also at a strategic level within their organisations.

In essence, the Airmic Professional Journey transforms career development from a series of isolated learning events into a coherent, competence-based professional growth ecosystem. It empowers risk and insurance professionals to continually enhance their capability, broaden their influence, and remain relevant in a world where the only constant is change.

**For members who are qualifying or newly qualified and acquiring knowledge and skills**

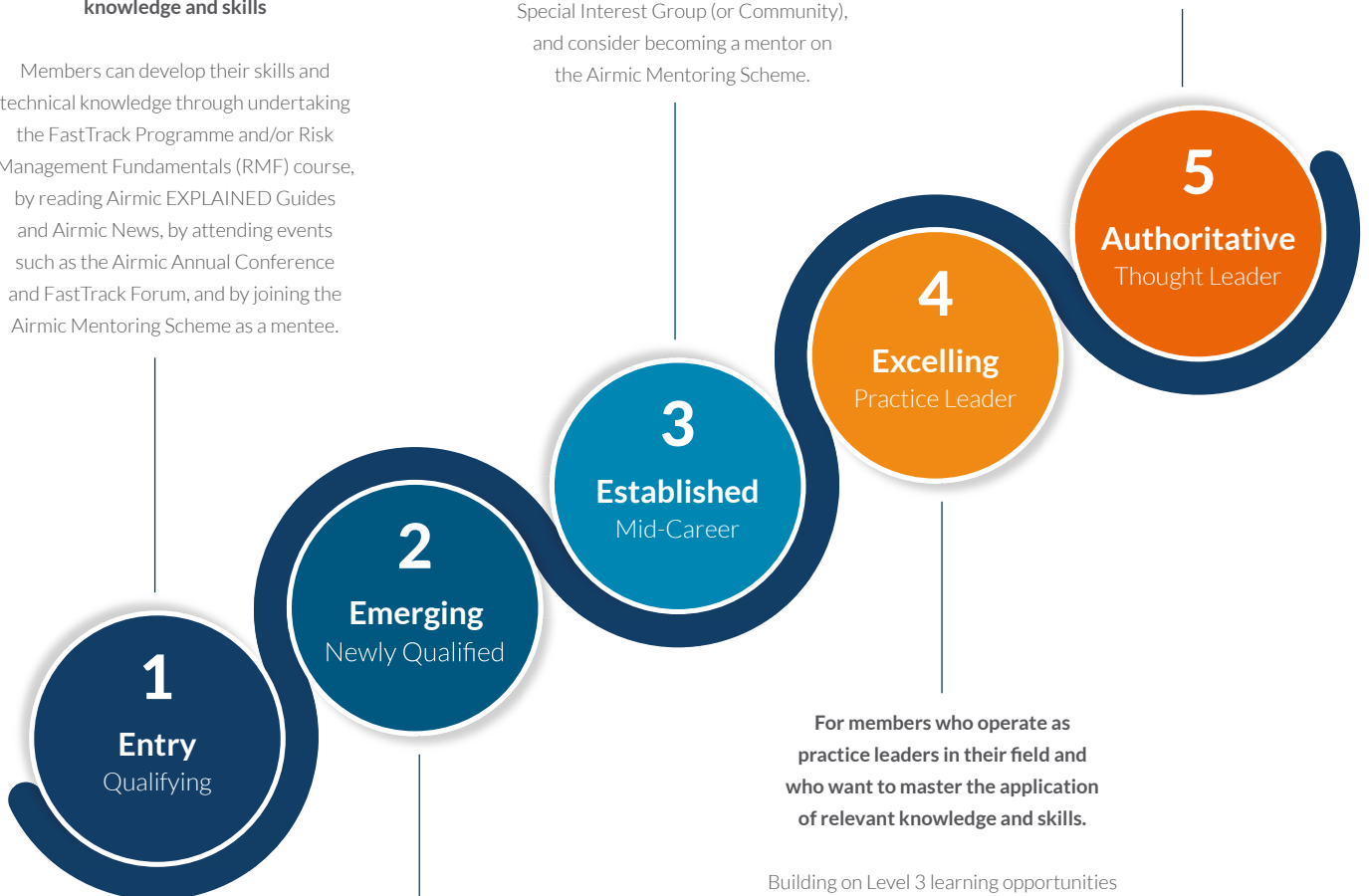
Members can develop their skills and technical knowledge through undertaking the FastTrack Programme and/or Risk Management Fundamentals (RMF) course, by reading Airmic EXPLAINED Guides and Airmic News, by attending events such as the Airmic Annual Conference and FastTrack Forum, and by joining the Airmic Mentoring Scheme as a mentee.

**For members who are established in their careers and who want to mature and grow their level of knowledge and skills.**

In addition to Level 2 opportunities including the Business Excellence Programme, members might consider attending Airmic Forum events on specialist subjects (Captives Forum, Risk Forum), joining a sector specific Airmic Special Interest Group (or Community), and consider becoming a mentor on the Airmic Mentoring Scheme.

**For those members at the forefront of pioneering new knowledge and skills for themselves and others.**

In addition to all Level 4 ideas including attending Airmic leadership development events such as Roundtables and the Leadership Masterclass Series, members can consider opportunities to contribute thought leadership to Airmic research and technical publications, speaking at Airmic events such as the Annual Conference or Forums, as well as membership of the Airmic Board and chairing of committees.



**For members who are typically newly qualified and wanting to gain meaningful knowledge and skills.**

Building on all aspects of Level 1, members can utilise opportunities to apply such knowledge and skills in their careers through attending Airmic Workshops, joining the Business Excellence Programme, exploring the Airmic Technical Library, and gaining the latest thinking from online Airmic Webinars, the curated Friday Reading List, Airmic Talks podcasts, and Airmic News.

**For members who operate as practice leaders in their field and who want to master the application of relevant knowledge and skills.**

Building on Level 3 learning opportunities including becoming a mentor, members might consider joining leadership development events such as Roundtables and the Leadership Masterclass Series.

**This is intended only as an indicative guide to help members choose the most appropriate learning and development opportunities for their career stage. All learning opportunities and events are open to all members, with many relevant to everyone regardless of the stage of their career.**

# THE AIRMIC COMPETENCY FRAMEWORK FOR RISK PROFESSIONALS

The Airmic Competency Framework for Risk Professionals sets out the capabilities required to thrive in an increasingly complex, interconnected and volatile risk landscape.

The Framework is structured as a series of concentric layers. At its centre are **Core Principles** – the values and ethical foundations that guide judgement, decision-making and professional conduct. Surrounding this are **Core Knowledge & Skills**, the essential capabilities that enable effective performance, strategic insight and operational excellence. Building outward, **Specialist Knowledge & Skills** represent the technical expertise and practical application required to deliver high-quality outcomes. Encompassing all layers are **Behaviours** – the observable actions and attitudes that demonstrate how knowledge and skills are applied in day-to-day practice.

Together, these interconnected elements reflect the reality of modern risk management – technical expertise

must be grounded in strong principles, applied with sound judgement, and demonstrated through behaviours that build trust and influence. The Framework provides a clear pathway for professional growth, helping risk professionals strengthen their impact, elevate the profile of risk within their organisations, collaborate effectively across functions, and act strategically in line with organisational priorities.

Within this Competency Framework, you will find detailed guidance on each layer and its respective competencies, a practical self-assessment tool to help you evaluate your current level of competence and progression over time, and a range of development solutions - from Airmic and other providers - designed to help you strengthen capability in the areas most critical to your career progression.

The Competency Framework will be updated regularly as roles, and subsequent competency needs, evolve.



## CORE PRINCIPLES

The underlying factors that guide action and decisions, ensuring alignment with organisational purpose, culture, and a professional code of conduct.

## CORE KNOWLEDGE & SKILLS

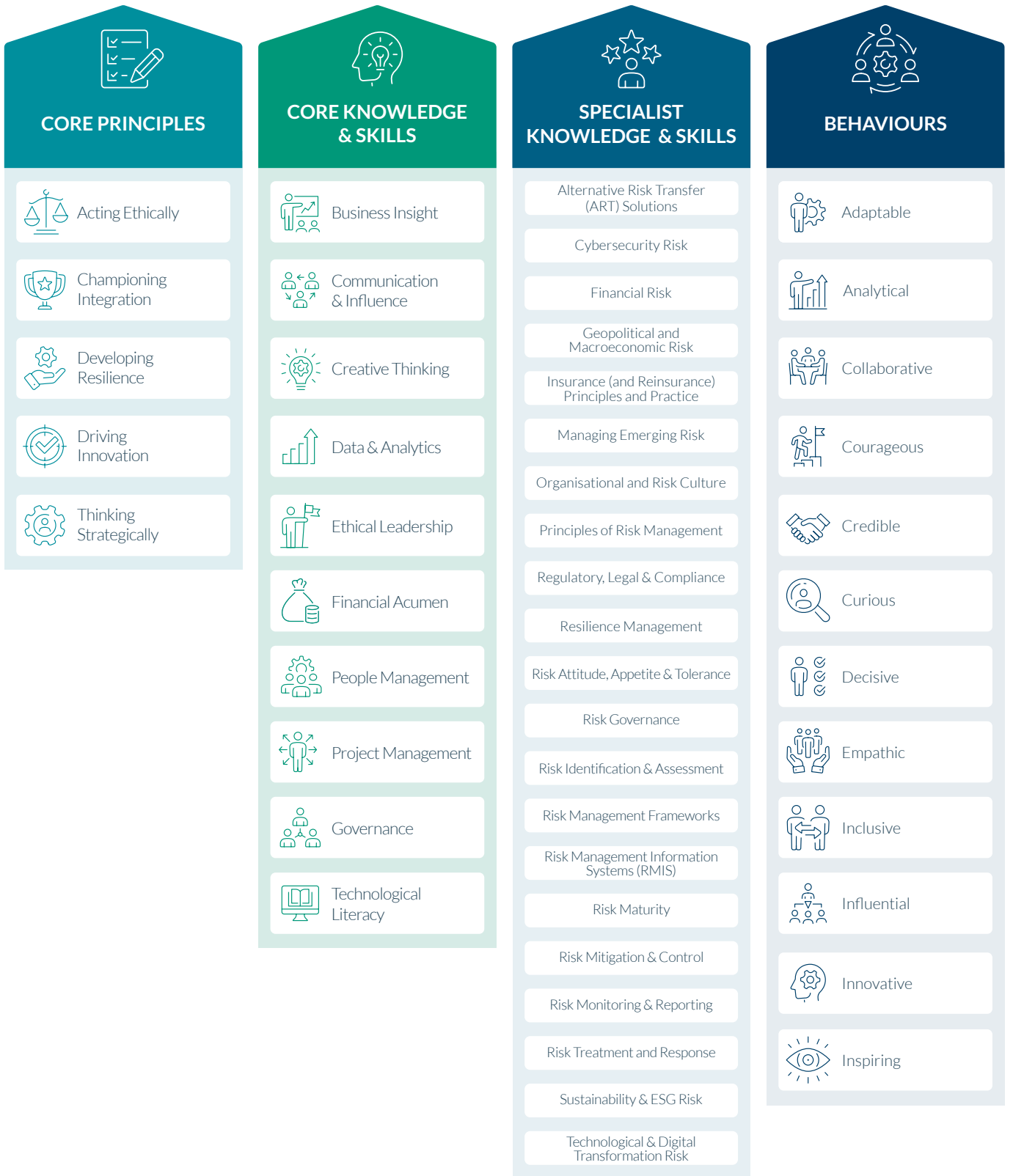
The essential knowledge and skills that enable risk professionals to perform effectively in their roles providing the foundations for strategic decision-making, ethical practice, and operational excellence.

## SPECIALIST KNOWLEDGE & SKILLS

The technical expertise and practical abilities (defined by, and maintained against verifiable standards), required to perform tasks effectively, applying understanding and experience to deliver high quality outcomes.

## BEHAVIOURS

The observable actions and attitudes that demonstrate how individuals apply their knowledge and skills, reflecting values and core principles, in day to day work.





# CORE PRINCIPLES

The underlying factors that guide action and decisions, ensuring alignment with organisational purpose, culture, and a professional code of conduct.

<b>Acting Ethically</b>	Consistently makes responsible, transparent, and fair decisions that build trust and credibility, guided by strong personal values, to ensure that ethical principles remain at the heart of risk management today and in the future.
<b>Championing Integration</b>	Embeds risk thinking across and throughout the organisation, enabling informed decisions that balance opportunity and control. Acts as a strategic partner and service function, supporting commercial performance, innovation and resilience, helping the organisation achieve sustainable success today and in the future.
<b>Developing Resilience</b>	Thrives in certainty and uncertainty by anticipating change, adapting strategies swiftly, and sustaining performance under pressure, turning disruption into opportunity.
<b>Driving Innovation</b>	Shapes perspectives and drives progress by inspiring trust, influencing decisions, and championing bold ideas that deliver lasting value and impact.
<b>Thinking Strategically</b>	Sees the bigger picture and connects risk management to organisational goals and long-term value creation. Anticipates emerging trends, challenges, and opportunities to ensure risk insight actively shapes and supports strategy, driving resilient and sustainable success now and in the future.

# CORE KNOWLEDGE & SKILLS

The essential knowledge and skills that enable risk professionals to perform effectively in their roles, providing the foundation for strategic decision-making, ethical practice, and operational excellence.

Competency development represents a journey - it is possible to be highly proficient in one area (Authoritative) while still developing in another (Emerging).

Knowledge & Skill	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<b>Business Insight</b> – Understanding how an organisation operates, makes money, and delivers value, using that understanding to inform sound decisions and anticipate opportunities or risks.					
	Has a basic understanding of the organisation's structure and operations; recognises how different areas contribute to overall value. Requires guidance to interpret business information.	Can identify key revenue streams, cost drivers, and organisational priorities; beginning to use this understanding to support decisions and spot simple opportunities or risks.	Understands the organisation's business model and strategy; consistently uses insights to make informed decisions, anticipate potential risks, and contribute to team or departmental planning.	Demonstrates strong commercial awareness; analyses complex business situations, evaluates options, and recommends actions that drive value and mitigate risk. Influences decisions across functions.	Maintains expertise in the organisation's strategy, operations, and market context; provides strategic guidance, predicts emerging trends, and shapes organisational decisions to maximise long-term value and minimise risk.
<b>Communication &amp; Influence</b> – The ability to clearly convey ideas, information, and insights, and to persuade or guide others to take informed action or support decisions.					
	Can communicate basic information clearly within their immediate team; relies on guidance to convey messages effectively.	Explains ideas and information clearly to colleagues; begins to influence decisions in routine situations.	Communicates complex ideas and insights clearly to a wider audience; persuades others and contributes to decision-making.	Influences senior stakeholders and cross-functional teams through compelling communication; shapes decisions and drives action.	Recognised as an expert communicator and influencer; guides organisational strategy, builds consensus at all levels, and inspires others to act on critical insights.

Knowledge & Skill	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<p><b>Creative Thinking</b> – The ability to generate new, original, and valuable ideas by looking at problems or situations from fresh perspectives and making unexpected connections.</p>					
	Demonstrates openness to new ideas; can follow established approaches and occasionally suggest minor improvements.	Begins to generate original ideas and alternative solutions; experiments with different approaches to solve problems.	Consistently develops innovative solutions; connects diverse concepts to improve processes, products, or strategies.	Thinks strategically and creatively; generates high impact ideas, challenges assumptions, and influences others to adopt innovative approaches.	Recognised as a thought leader in creativity; drives organisational innovation, inspires teams to explore new possibilities, and shapes culture to embrace original thinking.
<p><b>Data &amp; Analytics</b> – The ability to manage and unite diverse data sources, analyse and interpret information using statistical methods, and apply advanced analytics – including Machine Learning and Artificial Intelligence – to identify trends, eliminate blind spots, and generate predictive insights that support proactive, evidence-based risk decision-making.</p>					
	Understands basic data concepts, and can access and organise data; performs simple analysis with guidance and recognises obvious trends or patterns.	Can clean, integrate, and interpret data from multiple sources; applies basic statistical techniques to support decision-making and highlight potential risks or opportunities.	Confidently manages complex datasets, applies advanced statistical methods, and draws meaningful insights to inform evidence-based decisions and risk management.	Uses predictive analytics, modelling, and AI and Machine Learning techniques to forecast trends, simulate scenarios, and proactively identify opportunities and threats; influences decisions across teams or functions.	Acts as an expert in data strategy and advanced analytics; leads organisation-wide data initiatives, shapes predictive and evidence-based decision-making, and drives innovation through insights that eliminate blind spots and maximise value.

Knowledge & Skill	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<b>Ethical Leadership</b> – Navigating complex dilemmas with integrity, and guiding teams and others through uncertainty.					
	Understands basic ethical principles and organisational values; follows guidance to make decisions in line with rules and expectations.	Can identify ethical dilemmas and potential conflicts; beginning to make sound decisions independently and supports others in understanding choices.	Consistently makes principled decisions in complex situations; leads by example and provides clear guidance to teams navigating uncertainty.	Demonstrates strong ethical judgement in ambiguous scenarios; influences others, fosters trust, and guides teams to act with integrity under pressure.	Serves as a role model for ethical leadership; shapes organisational culture, mentors leaders, and drives principled decision-making at all levels, even in highly complex or uncertain contexts.
<b>Financial Acumen</b> – The ability to understand and interpret financial information, make informed decisions, and assess the economic impact of actions on an organisation’s performance.					
	Understands basic financial concepts and terminology; follows guidance to interpret simple financial information.	Can analyse routine financial data, identify trends, and support informed decision-making within their area of responsibility.	Interprets complex financial information, evaluates implications of decisions, and contributes to budgeting, forecasting, and performance analysis.	Provides insightful financial analysis to guide strategic decisions; anticipates risks and opportunities, and advises leaders on economic impact.	Recognised as a financial expert; shapes organisational financial strategy, ensures sustainable value creation, and mentors others in sound financial decision-making.
<b>People Management</b> – The ability to lead, motivate, and develop individuals and teams to achieve goals, while fostering a positive and productive work environment.					
	Understands basic team dynamics; can support colleagues and follow guidance in managing small tasks or team interactions.	Begins to lead small teams or projects; provides feedback, supports development, and motivates team members to achieve objectives.	Effectively manages teams, sets clear goals, resolves conflicts, and develops team capability to achieve consistent performance outcomes.	Leads larger or cross-functional teams; inspires high performance, drives engagement, and aligns team efforts with organisational objectives.	Recognised as a people leadership expert; shapes organisational culture, mentors senior leaders, and drives strategies that maximise team performance, engagement, and long-term capability.

Knowledge & Skill	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<b>Project Management</b> – Planning, organising, and overseeing resources and tasks to achieve specific goals on time, within scope, and on budget through the effective application of appropriate techniques.					
	Understands basic project concepts; can follow project plans and complete assigned tasks under supervision.	Manages small projects or workstreams independently; applies standard project management tools and techniques to meet timelines and objectives.	Plans and delivers medium to complex projects; coordinates resources, manages risks, and ensures projects are completed on time, within scope, and on budget.	Leads large or cross-functional projects; proactively anticipates issues, optimises processes, and drives successful outcomes while mentoring others in project management.	Recognised as a project management expert; defines project strategy, establishes best practices, shapes organisational project delivery capability, and drives high-impact initiatives.
<b>Governance</b> – Guiding decisions and actions to positively manage impacts, ensuring long-term responsible performance and value creation.					
	Understands basic governance concepts and risks; follows organisational guidelines to minimise negative impacts.	Can identify key governance risks and opportunities within their area; begins to make decisions that support responsible practices.	Integrates governance considerations into decision-making; consistently contributes to initiatives that enhance long-term organisational value.	Champions governance across teams or functions; influences strategy, drives impactful initiatives, and promotes responsible practices organisation-wide.	Recognised as an expert in corporate governance; shapes organisational strategy, embeds stewardship into culture, and drives long-term value creation through responsible leadership.
<b>Technological Literacy</b> – The ability to understand, use, and evaluate modern technologies confidently and effectively to solve problems, complete tasks, and make informed decisions.					
	Can use basic tools and technologies under guidance; follows instructions to complete tasks using familiar systems.	Learns and applies new technologies independently; begins to troubleshoot issues and select appropriate tools for routine tasks.	Confidently uses a range of technologies to solve problems and optimise processes; evaluates tools and systems to improve efficiency.	Integrates advanced technologies and digital solutions into workflows; advises others on technology adoption and drives improvements across teams or projects.	Recognised as an expert in technology strategy and innovation; drives digital transformation, shapes organisational technology use, and mentors others to create value.

# SPECIALIST KNOWLEDGE & SKILLS

The technical expertise and practical abilities (defined by and maintained against verifiable standards) required to perform tasks effectively, applying understanding and experience to deliver high-quality outcomes. Such knowledge and skills may be acquired through relevant qualifications and/or day-to-day practice. Professionals should focus on the specialist knowledge and skills that are most relevant to their organisation and role.

Competency development represents a journey - it is possible to be highly proficient in one area (Authoritative) while still developing in another (Emerging).

Knowledge & Skill	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<b>Alternative Risk Transfer (ART) Solutions</b> – The ability to evaluate and apply methods such as captives, insurance-linked securities, and parametric coverage to manage complex or emerging risks, requiring strategic insight into financial structures, market dynamics, and regulatory considerations to optimise risk financing beyond conventional insurance.					
	Understands basic ART concepts and terminology; can follow guidance to support routine ART activities.	Recognises opportunities for ART solutions; assists in evaluating captives, parametric coverage, or other non-traditional risk financing methods under supervision.	Independently evaluates and applies ART solutions to manage complex risks; understands financial, market, and regulatory implications, and ensures alignment with organisational objectives.	Leads the design and implementation of ART strategies; optimises risk financing, integrates multiple ART mechanisms, and influences decision-making across functions.	Recognised as an expert in ART; shapes organisational risk financing strategy, innovates non-traditional solutions, and guides executive-level decisions to enhance resilience and create long-term value.
<b>Cybersecurity Risk</b> – Understanding threats such as ransomware, phishing, and data breaches, and implementing cybersecurity frameworks.					
	Understands basic cybersecurity concepts and common threats; follows organisational guidance to maintain security practices.	Identifies common cyber threats such as phishing or malware; applies standard security measures and participates in basic risk mitigation activities.	Analyses cybersecurity risks, implements relevant frameworks and controls, and monitors systems to protect organisational information and assets.	Leads cybersecurity risk management initiatives; develops and applies advanced frameworks, responds to incidents, and influences organisational strategy to reduce cyber exposure.	Recognised as an expert in cybersecurity risk; shapes organisational cybersecurity strategy, drives innovation in threat management, and advises executives on protecting critical digital assets and resilience.

Knowledge & Skill	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<p><b>Financial Risk</b> – The ability to understand fundamental financial concepts and recognise potential financial and fraud risks, including how such risks arise, their potential impact on the organisation, and the importance of appropriate controls and ethical behaviour in preventing and responding to them.</p>					
	<p>Demonstrates a basic awareness of financial and fraud risk, and understands why it matters. Follows established financial procedures and controls, recognises obvious indicators of error or fraud, and knows how to report concerns appropriately.</p>	<p>Understands key financial concepts and common types of fraud relevant to their role. Identifies potential financial and fraud risks in day-to-day activities, applies basic controls, and seeks guidance when irregularities or uncertainties arise.</p>	<p>Consistently identifies and assesses financial and fraud risks within their area of responsibility. Understands how control weaknesses can lead to financial loss or fraud, takes appropriate mitigating action, and escalates issues in a timely and proportionate way.</p>	<p>Anticipates financial and fraud risks, including more complex or less obvious threats. Evaluates the effectiveness of controls, recommends improvements, and supports others in understanding and managing financial and fraud risk, promoting a strong risk and ethics culture.</p>	<p>Demonstrates expert understanding of financial and fraud risk across the organisation. Shapes strategy, policy, and control frameworks, advises senior leaders or boards, and leads by example in setting high standards of financial integrity, accountability, and ethical behaviour.</p>
<p><b>Geopolitical and Macroeconomic Risk</b> – Monitoring global trends, political instability, and economic shifts that influence business continuity and resilience.</p>					
	<p>Understands basic geopolitical and economic concepts; can follow guidance to monitor global trends and report obvious risks.</p>	<p>Identifies potential political or economic risks affecting their area; participates in analysis and provides input on possible implications for business continuity.</p>	<p>Analyses geopolitical and macroeconomic developments and their likely impact on the organisation; informs decision-making and contributes to risk mitigation planning.</p>	<p>Leads cross-functional monitoring and analysis of global trends; anticipates risks, develops mitigation strategies, and influences organisational resilience planning.</p>	<p>Recognised as an expert in geopolitical and macroeconomic risk; shapes organisational strategy, forecasts emerging threats and opportunities, and guides executive-level decisions to protect and enhance long-term resilience.</p>

Knowledge & Skill	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<p><b>Insurance (and Reinsurance) Principles and Practice</b> – The ability to assess, transfer, and manage risk through suitable insurance mechanisms, including knowledge of policy structures, buying insurance cover, underwriting, claims processes, and the role of reinsurance in spreading risk and enhancing resilience.</p>					
	<p>Understands basic insurance concepts and terminology; can follow guidance in routine insurance or reinsurance activities.</p>	<p>Applies knowledge of standard policy structures, claims processes, and basic underwriting; assists in buying insurance cover and managing routine risk transfers.</p>	<p>Independently evaluates insurance and reinsurance options; manages policies, claims, and risk transfer strategies to support organisational resilience.</p>	<p>Leads complex insurance and reinsurance arrangements; optimises coverage, advises on risk transfer strategies, and integrates solutions to enhance organisational risk management.</p>	<p>Recognised as an expert in insurance and reinsurance; shapes organisational risk financing strategy, guides executive decisions, and ensures robust, sustainable risk transfer frameworks that enhance resilience.</p>
<p><b>Managing Emerging Risk</b> – The ability to identify, assess, and respond to emerging and evolving risks and opportunities in dynamic internal and external environments, including high impact, low probability events. Applying techniques such as horizon scanning, scenario planning, stress testing, and analysis to anticipate threats and opportunities, protect organisational value, support informed decision-making, and enhance resilience and growth.</p>					
	<p>Understands the concept of emerging risks and opportunities; can follow guidance to support basic monitoring, scenario planning, or stress testing exercises.</p>	<p>Identifies potential emerging risks and opportunities within their area; participates in horizon scanning, scenario analysis, and basic bow-tie mapping under supervision.</p>	<p>Independently applies appropriate techniques to assess and monitor emerging risks and opportunities; develops scenarios and stress tests to inform decisions and protect organisational value.</p>	<p>Leads cross-functional initiatives to anticipate complex emerging risks and opportunities; uses advanced techniques to influence strategy, optimise responses, and enhance organisational resilience and growth.</p>	<p>Recognised as an expert in managing emerging risks and opportunities; shapes organisational approaches, integrates sophisticated analysis and modelling, advises executives on strategic responses, and drives long-term value creation and resilience.</p>

Knowledge & Skill	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<p><b>Organisational and Risk Culture</b> – Determining and shaping an organisation’s risk culture, fostering risk awareness, accountability, ethical decision-making, and open dialogue aligned with organisational values and strategic objectives.</p>					
	Demonstrates basic awareness of organisational and risk culture concepts; follows established norms and practices related to risk awareness and accountability.	Begins to observe and reflect on cultural influences in risk-related behaviours; supports transparency and ethical decision-making within their team.	Actively promotes risk-aware behaviours, encourages open dialogue about risks, and aligns team practices with organisational values and strategic objectives.	Leads initiatives to assess and enhance risk culture across functions; integrates cultural insights into risk governance and fosters cross-functional accountability.	Shapes and drives enterprise-wide risk culture strategy; influences leadership to embed ethical, transparent, and resilient behaviours throughout the organisation, ensuring alignment with long-term strategic goals.
<p><b>Principles of Risk Management</b> – Integrating risk practices into all activities, tailoring approaches to context, and ensuring transparency, inclusivity, and continual improvement. Practitioners apply good practice principles (as laid out by ISO31000) to foster a proactive, structured, and value-driven risk culture.</p>					
	Demonstrates basic awareness of ISO31000 risk management principles and follows established procedures under supervision.	Applies ISO31000 risk principles to routine tasks, begins to recognise the importance of context and transparency in decision-making.	Consistently integrates risk practices into work activities, adapts approaches to different contexts, and promotes inclusive risk discussions.	Leads the application of ISO31000 risk principles across projects or functions, drives continual improvement, and embeds a proactive risk culture.	Shapes organisational risk strategy, champions enterprise-wide integration of ISO31000 risk principles, and influences cultural transformation through transparency and strategic alignment.

Knowledge & Skill	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<p><b>Regulatory, Legal &amp; Compliance</b> – The ability to interpret and apply relevant laws, standards, and policies to ensure organisational adherence and integrity, requiring keeping abreast of evolving regulations, assessing compliance risks, and embedding controls that safeguard against legal exposure, while supporting ethical and responsible business conduct.</p>					
	<p>Understands basic regulatory, legal, and compliance requirements; follows guidance to ensure routine tasks adhere to rules and policies.</p>	<p>Interprets and applies relevant laws and standards within their area of responsibility; identifies potential compliance risks and suggests improvements under supervision.</p>	<p>Independently ensures organisational activities comply with applicable regulations and policies; assesses risks, embeds controls, and supports ethical decision-making.</p>	<p>Leads compliance initiatives across teams or functions; monitors regulatory changes, implements proactive controls, and advises on complex legal and ethical matters to influence organisational decisions.</p>	<p>Recognised as an expert in regulatory, legal, and compliance matters; shapes organisational compliance strategy, drives ethical culture, mitigates legal exposure, and guides executive-level decisions to ensure integrity and responsible business conduct.</p>
<p><b>Resilience Management</b> – The ability to anticipate disruptions, develop contingency plans, and respond effectively to emergencies, requires knowledge of risk scenarios, recovery strategies, and communication protocols to ensure critical operations are maintained, stakeholders are informed, and the organisation remains resilient under pressure.</p>					
	<p>Understands basic concepts of business continuity and crisis management; follows established procedures during disruptions, with guidance.</p>	<p>Can identify potential disruptions and participate in developing contingency plans; understands recovery strategies and communication protocols for their area.</p>	<p>Independently develops and implements business continuity plans; anticipates risks, coordinates response activities, and ensures critical operations continue during disruptions.</p>	<p>Leads cross-functional continuity and crisis management initiatives; evaluates scenarios, improves contingency strategies, and effectively communicates with stakeholders to maintain organisational resilience.</p>	<p>Recognised as an expert in business continuity and crisis management; defines organisational frameworks, anticipates complex disruptions, guides executive decision-making, and ensures the organisation remains highly resilient under pressure.</p>

Knowledge & Skill	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<b>Risk Attitude, Appetite &amp; Tolerance</b> – Recognising how people and organisations perceive and respond to risk, aligning decisions with acceptable risk levels, and balancing opportunity with caution to inform strategy, governance, and communication across contexts.					
	Demonstrates basic awareness of risk attitude, appetite, and tolerance concepts; follows guidance on acceptable risk levels in routine tasks.	Begins to recognise how individuals and teams perceive risk; applies standard thresholds to support cautious decision-making and escalate concerns appropriately.	Assesses and applies risk appetite and tolerance within functional areas; aligns decisions with organisational risk posture and contributes to governance discussions.	Leads the integration of risk attitude and appetite into strategic planning; balances opportunity and caution across diverse contexts and promotes consistent risk-informed decisions.	Shapes enterprise-wide understanding of risk appetite and tolerance; influences leadership and governance to embed nuanced, context-driven risk perspectives into culture, strategy, and communication.
<b>Risk Governance</b> – Creating clear structures, roles, and accountability for organisation-wide risk management, enabling coordinated decisions, transparency, and alignment with strategy, while fostering a strong risk culture and informed leadership, including through models such as the Three Lines Model.					
	Demonstrates basic awareness of governance structures and understands the importance of roles and accountability in risk management.	Applies governance principles to routine tasks, begins to recognise how models (such as the Three Lines Model) support transparency and coordinated decision-making.	Implements risk governance practices within a team or function, ensuring clear roles, accountability, and alignment with strategic objectives.	Leads governance initiatives across departments, embeds the Three Lines Model into operations, and fosters a culture of informed, ethical leadership.	Shapes enterprise-wide risk governance strategy, optimises governance models for organisational resilience, and influences leadership to uphold a strong, transparent risk culture.
<b>Risk Identification &amp; Assessment</b> – Understanding various risk types or categories, and how to evaluate their impact and likelihood.					
	Demonstrates basic awareness of risk categories and follows standard procedures to identify and document risks under guidance.	Begins to differentiate between operational, financial, strategic, and compliance risks; applies basic tools to assess impact and likelihood in familiar contexts.	Independently identifies and evaluates risks across functions; uses structured methods to assess severity, probability, and potential consequences to support decision-making.	Leads risk assessments across projects or departments, using advanced techniques and contextual judgement to prioritise risks and shape mitigation strategies.	Shapes enterprise wide risk identification and assessment frameworks, mentors others, and integrates insights into strategic planning to align with governance and performance objectives.

Knowledge & Skill	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<p><b>Risk Management Frameworks</b> – The ability to design, implement, and maintain structured processes for identifying, assessing, treating, and monitoring risks across an organisation, aligning practices with strategic objectives, and embedding a consistent, proactive approach to managing uncertainty and strengthening resilience.</p>					
	Understands the basic components of a risk management framework and follows established procedures under supervision.	Applies elements of the framework to routine tasks, begins to recognise how structured processes support risk identification and treatment.	Independently implements and maintains risk processes, aligning them with business objectives and integrating them into operational decision-making.	Leads the development and refinement of risk frameworks across functions, ensuring consistency, adaptability, and proactive risk management.	Designs and governs enterprise-wide risk frameworks, embedding them into strategic planning and fostering a resilient, risk-aware culture throughout the organisation.
<p><b>Risk Management Information Systems (RMIS)</b> – Using integrated digital tools and platforms to collect, store, analyse, and report risk-related data, enabling informed decision-making, monitoring, and effective risk management across an organisation.</p>					
	Understands basic RMIS functions; can input and retrieve data, and run simple reports with guidance.	Uses RMIS to collect and manage risk data independently; generates standard reports and begins to interpret basic insights to support decision-making.	Confidently manages, integrates, and analyses risk data from multiple sources; uses RMIS to inform decisions, monitor trends, and support risk management processes across teams or projects.	Optimises RMIS use to deliver advanced analytics and insights; customises reporting, identifies patterns and trends, and influences risk management strategies across the organisation.	Recognised as an expert in RMIS; drives system strategy, ensures data quality and integration across the enterprise, and leverages technology to shape organisational risk management and strategic decision-making.
<p><b>Risk Maturity</b> – The ability to assess and develop an organisation's risk management capabilities, processes, and culture, ensuring that risk is consistently identified, assessed, and managed effectively to support strategic objectives and sustainable performance.</p>					
	Understands basic risk management concepts; can recognise areas for improvement in risk processes under guidance.	Can use simple risk maturity models to assess current practices within a team or function; identifies gaps and suggests improvements.	Applies recognised risk maturity frameworks to evaluate organisational risk capabilities; develops and implements action plans to strengthen processes, culture, and governance.	Leads cross functional risk maturity assessments, interpreting results to influence strategy, build capability, and strengthen decision-making.	Recognised as a risk maturity expert, defining organisational approaches, embedding maturity modelling in strategy, and shaping culture and processes for sustainable capability.

Knowledge & Skill	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<b>Risk Mitigation &amp; Control</b> – Designing and implementing controls to reduce risk exposure, including internal audits and compliance checks.					
	Understands basic risk controls and compliance requirements; can follow established procedures to help reduce risk exposure.	Assists in designing and implementing standard controls; participates in audits and compliance checks to support risk reduction.	Independently develops and applies appropriate controls; monitors effectiveness and ensures compliance to reduce organisational risk exposure.	Leads the design and implementation of comprehensive risk mitigation strategies; uses audits, compliance checks, and performance metrics to optimise controls and influence risk management decisions.	Recognised as an expert in risk mitigation; shapes organisational control frameworks, integrates advanced mitigation strategies, and drives continuous improvement to maximise protection and organisational resilience.
<b>Risk Monitoring &amp; Reporting</b> – Translating technical risk insights through effective reporting into actionable strategies for executives and boards.					
	Communicates basic risk information clearly within their immediate team; requires guidance to translate technical insights for others.	Can explain risk data and findings to colleagues or stakeholders in a clear, structured way; beginning to influence decisions through effective reporting.	Translates complex risk insights into actionable recommendations for managers and teams; uses appropriate communication channels and techniques to inform decision-making.	Communicates complex risk and technical information persuasively to senior leaders; shapes strategies and influences outcomes through compelling reporting and presentations.	Expertly presents and interprets risk insights at executive and board level; builds trust, drives strategic decisions, and shapes organisational risk culture through authoritative influence.
<b>Risk Treatment and Response</b> – The ability to evaluate and apply appropriate strategies to manage risks – avoiding, reducing, transferring, or accepting them – using sound judgement, effective controls, and alignment with organisational objectives to ensure sustainable risk management and the maximisation of opportunities.					
	Understands basic risk treatment concepts; can follow guidance to apply simple risk responses such as basic controls or reporting.	Identifies appropriate strategies for routine risks; applies standard control measures and participates in implementing risk responses.	Independently evaluates and implements risk treatment strategies; ensures alignment with organisational objectives and monitors effectiveness of controls.	Leads comprehensive risk-treatment planning and is recognised as an expert who strengthens risk management across the organisation.	Recognised as an expert in risk treatment; shapes organisational risk strategy, ensures sustainable and integrated treatment approaches, and drives a culture of effective risk management at all levels.

Knowledge & Skill	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<b>Sustainability &amp; ESG Risk</b> – Evaluating environmental, social, and governance factors that impact risk exposure and reputation.					
	Understands basic sustainability concepts and ESG issues; follows guidance to support monitoring of environmental, social, or governance risks.	Identifies sustainability and ESG risks within their area; participates in assessments and begins to evaluate potential impacts on reputation and organisational performance.	Independently evaluates sustainability and ESG risks, and their impacts; integrates findings into risk management processes and supports informed decision-making.	Leads sustainability and ESG risk assessment initiatives across teams or functions; develops mitigation strategies, influences strategy, and enhances organisational resilience and reputation.	Recognised as an expert in sustainability and ESG; shapes organisational sustainability and ESG strategy, embeds stewardship into culture, and drives risk-informed value creation.
<b>Technological &amp; Digital Transformation Risk</b> – Assessing risks from cloud adoption, IoT, AI, and automation, including third-party and supply chain vulnerabilities.					
	Understands basic concepts of digital and technology risks; follows guidance to support secure use of cloud, IoT, AI, and automation tools.	Identifies common technology risks, including basic third-party or supply chain vulnerabilities; participates in assessments and mitigation activities.	Analyses risks associated with technology adoption and digital transformation; evaluates controls, manages third-party exposures, and informs decision-making.	Leads assessments of complex technology risks across the organisation; designs mitigation strategies for emerging technologies, ensures resilience, and influences digital strategy.	Recognised as an expert in technology and digital transformation risk; shapes organisational risk strategy, anticipates emerging threats from new technologies, and advises executives on safeguarding digital and operational resilience.



Item	Q1	Q2	Q3	Q4	YTD
Product A	100	120	150	180	550
Product B	80	90	110	130	410
Product C	60	70	80	90	300
Product D	40	50	60	70	220
Product E	20	30	40	50	140
Product F	10	15	20	25	70
Product G	5	7	9	11	32
Product H	3	4	5	6	18
Product I	2	3	4	5	14
Product J	1	2	3	4	10
Product K	1	1	2	3	7
Product L	1	1	1	2	5
Product M	1	1	1	1	4
Product N	1	1	1	1	4
Product O	1	1	1	1	4
Product P	1	1	1	1	4
Product Q	1	1	1	1	4
Product R	1	1	1	1	4
Product S	1	1	1	1	4
Product T	1	1	1	1	4
Product U	1	1	1	1	4
Product V	1	1	1	1	4
Product W	1	1	1	1	4
Product X	1	1	1	1	4
Product Y	1	1	1	1	4
Product Z	1	1	1	1	4

# BEHAVIOURS

The observable actions and attitudes that demonstrate how individuals apply their knowledge and skills, reflecting values and core principles, in day-to-day work.

Competency development represents a journey - it is possible to be highly proficient in one area (Authoritative) while still developing in another (Emerging).

Behaviour	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<b>Adaptable</b> – Working without boundaries and being open to finding diverse and unexpected solutions to problems and challenges.					
	Responds to change when required but might struggle to adjust quickly. Relies on guidance and established routines.	Begins to adjust to change with some confidence, though consistency may vary. Shows willingness to try new approaches and can adapt with occasional support.	Anticipates potential changes and prepares alternatives. Adapts strategies independently and maintains steady performance.	Shapes responses to complex change, influencing others to adapt. Integrates adaptability into planning and decision-making.	Sets the standard for adaptability across teams or the organisation. Proactively drives transformational change, embeds flexible thinking into culture and systems, and mentors others to navigate uncertainty with confidence and innovation.
<b>Analytical</b> – Using logic and structure to evaluate data, identify patterns, make informed decisions, and solve problems effectively.					
	Demonstrates basic logical thinking by following clear instructions and applying simple analysis to routine tasks with guidance.	Begins to identify patterns and connections, using structured approaches to solve familiar problems with growing independence.	Applies critical thinking to evaluate data, challenge assumptions, and make informed decisions across varied contexts.	Synthesises complex information, anticipates implications, and develops strategic insights that influence team or project outcomes.	Interprets and integrates highly complex, multi-source information to shape organisational strategy. Anticipates far-reaching implications, sets direction in ambiguous contexts, and drives decisions that influence business-wide outcomes and long-term priorities.

Behaviour	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<b>Collaborative</b> – Effective through clear, two-way verbal and non-verbal communication to achieve shared goals.					
	Participates when prompted and shares information clearly but rarely initiates collaboration or adapts communication to others.	Collaborates positively by sharing ideas, supporting team goals, and communicating effectively in familiar settings.	Proactively collaborates and communicates with clarity, adapting style and using storytelling to engage diverse audiences.	Builds trust and alignment across teams by facilitating collaboration, shaping conversations, and communicating complex ideas with clarity and impact.	Shapes a collaborative culture and drives enterprise-wide impact by aligning networks, messaging, and cross-functional influence.
<b>Courageous</b> – Speaking up when it is the right thing to do even if resistance or opposition is anticipated or experienced.					
	Speaks up occasionally when prompted but avoids challenging norms or taking risks; relies on others for difficult decisions.	Expresses opinions respectfully, questions assumptions in familiar settings, and shows willingness to step outside comfort zones.	Advocates for ideas even when unpopular, addresses difficult issues constructively, and takes calculated risks to improve outcomes.	Leads by example in uncertain situations, makes tough decisions under pressure, and encourages others to act with integrity and courage.	Shapes a culture of courage, drives systemic change despite resistance, and inspires others to challenge the status quo for long-term impact.
<b>Credible</b> – Delivering value personally and professionally with consistency, competence, and confidence.					
	Demonstrates reliability and professionalism in everyday tasks; follows through on commitments, applies skills competently, and communicates with basic confidence to build initial trust.	Consistently meets expectations, communicates transparently, and builds trust through dependable performance and integrity.	Earns trust and confidence by providing accurate information, honouring commitments, and demonstrating sound judgement in complex situations.	Serves as a go-to expert, reinforces credibility through evidence-based decisions, and maintains trust even under pressure.	Shapes organisational reputation, sets standards for integrity, and influences stakeholders by consistently demonstrating ethical leadership and expertise.

Behaviour	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<b>Curious</b> – Staying future-focused, inquisitive and open-minded, seeking out and evolving innovative ways to add value to the organisation, and to learn continuously.					
	Accepts information as given, asks few questions, and shows limited interest in exploring beyond immediate tasks.	Demonstrates curiosity by asking clarifying questions, seeks basic understanding, and shows willingness to learn from others.	Proactively researches, challenges assumptions, and pursues new knowledge to improve work and solve problems creatively.	Connects diverse ideas, explores emerging trends, and applies curiosity to uncover opportunities and drive innovation.	Shapes a culture of curiosity, anticipates future possibilities, and leverages exploration to influence strategy and transform outcomes.
<b>Decisive</b> – Quickly analyses information and responds with skill and drive to emerging risks and challenges.					
	Relies on direction and others for motivation, struggling with uncertainty and giving up easily when challenged.	Makes guided decisions in low-risk situations, showing growing confidence, short-term focus, and emerging resilience.	Takes ownership in familiar situations, makes timely decisions, and persists through setbacks to achieve results.	Navigates complex scenarios with strategic, timely decisions, sustaining momentum and inspiring success under pressure.	Shapes a resilient, bold decision-making culture that turns ambiguity into strategic advantage and drives transformational success.
<b>Empathic</b> – The ability to share or understand the emotions and feelings of another person and can be a prerequisite of feeling compassion.					
	Acknowledges others' feelings when expressed but offers limited understanding or support; focuses mainly on own perspective.	Shows sensitivity to others' needs, listens actively, and responds with basic empathy in familiar situations.	Understands and validates diverse perspectives, adapts communication to emotional context, and builds trust through genuine care.	Anticipates emotional impact of decisions, navigates complex interpersonal dynamics with empathy, and fosters inclusive, supportive environments.	Shapes organisational culture around empathy, champions well-being and psychological safety, and leverages emotional intelligence to drive systemic success.

Behaviour	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<b>Inclusive</b> – Actively valuing and leveraging differences in backgrounds, perspectives, and experiences to create an environment where everyone feels respected, empowered, and able to contribute fully.					
	Recognises the importance of diversity and inclusion but applies it inconsistently; follows basic guidelines without actively promoting them.	Demonstrates respect for different perspectives, ensures fair treatment in team interactions, and avoids exclusionary behaviours.	Actively seeks diverse viewpoints, challenges bias in decision-making and fosters an environment where all voices are heard.	Leads initiatives that embed diversity and inclusion into processes, builds cross-cultural understanding, and promotes equity in opportunities.	Shapes organisational culture to embrace diversity and inclusion, influences policy and strategy, and drives systemic change for long-term impact.
<b>Influential</b> – Communicates ideas persuasively and builds trust to reach mutually beneficial agreements through effective problem-solving.					
	Shares opinions within familiar settings, but relies on guidance and has limited influence beyond the immediate team.	Builds trust and shapes outcomes in small groups by applying expertise, basic negotiation skills, and a collaborative mindset.	Adapts communication to influence decisions, resolve conflicts, and achieve shared outcomes across teams and audiences.	Influences senior stakeholders and secures optimal outcomes through advanced negotiation and strategic alignment across complexities.	Sets strategic direction and drives systemic change by influencing industry thinking, shaping negotiations, and forging transformative partnerships.
<b>Innovative</b> – Demonstrates originality and solves problems through analytical, critical, and creative thinking.					
	Relies on guidance to address simple tasks with standard solutions, showing limited originality and developing reliability.	Generates creative ideas and practical solutions in familiar contexts by applying basic analysis and showing curiosity.	Consistently innovates and solves problems independently by applying creative thinking and evaluating diverse solutions.	Leads innovation by integrating diverse perspectives, anticipating risks, and solving complex challenges aligned with organisational goals.	Fosters a culture of innovation and systems thinking to pioneer disruptive, long-term solutions that redefine industry standards.

Behaviour	1. Entry	2. Emerging	3. Established	4. Excelling	5. Authoritative
<b>Inspiring</b> – Motivates and energises others through vision, passion, and positivity, setting an example that fosters confidence and shared purpose.					
	Maintains a positive attitude and supports team goals while building foundational knowledge, relying on guidance to grow confidence and skills.	Provides support and praise in familiar settings while confidently applying growing skills to routine tasks with a strong desire to learn.	Confidently applies developing skills to routine tasks, offering support and praise in familiar settings while showing a strong eagerness to learn.	Inspires commitment and leads ambitious goals by applying deep expertise, sound judgement, and mentoring others through complex challenges.	Drives systemic change and lasting impact by shaping a resilient, innovative culture, setting excellence standards, and fostering continuous improvement.



# COMPETENCY ASSESSMENT

This competency assessment tool is designed to help the risk professional regularly evaluate their proficiency across the core and specialist knowledge, skills, and behaviours, providing a structured view of current capability and areas for future development.

The *Core Principles* outlined in this Competency Framework should be observed at all times.

**Using the descriptors and bands within this Competency Framework, highlight below your current level of competence below:**

1. Entry
2. Emerging
3. Established
4. Excelling
5. Authoritative

	1	2	3	4	5	Supporting Comments
<b>Core Knowledge &amp; Skills</b>						
<b>Business Insight</b> – Understanding how an organisation operates, makes money, and delivers value, using that understanding to inform sound decisions and anticipate opportunities or risks.						
<b>Communication &amp; Influence</b> – The ability to clearly convey ideas, information, and insights, and to persuade or guide others to take informed action or support decisions.						
<b>Creative Thinking</b> – The ability to generate new, original, and valuable ideas by looking at problems or situations from fresh perspectives and making unexpected connections.						
<b>Data &amp; Analytics</b> – The ability to manage and unite diverse data sources, analyse and interpret information using statistical methods, and apply advanced analytics – including Machine Learning and Artificial Intelligence – to identify trends, eliminate blind spots, and generate predictive insights that support proactive, evidence-based risk decision-making.						
<b>Ethical Leadership</b> – Navigating complex dilemmas with integrity, and guiding teams and others through uncertainty.						
<b>Financial Acumen</b> – The ability to understand and interpret financial information, make informed decisions, and assess the economic impact of actions on an organisation's performance.						
<b>People Management</b> – The ability to lead, motivate, and develop individuals and teams to achieve goals, while fostering a positive and productive work environment.						
<b>Project Management</b> – Planning, organising, and overseeing resources and tasks to achieve specific goals on time, within scope, and on budget through the effective application of appropriate techniques.						
<b>Governance</b> – Guiding decisions and actions to positively manage impacts, ensuring long-term responsible performance and value creation.						
<b>Technological Literacy</b> – The ability to understand, use, and evaluate modern technologies confidently and effectively to solve problems, complete tasks, and make informed decisions.						

	1	2	3	4	5	Supporting Comments
<b>Specialist Knowledge &amp; Skills</b>						
<b>Alternative Risk Transfer (ART) Solutions</b> – The ability to evaluate and apply methods such as captives, insurance-linked securities, and parametric coverage to manage complex or emerging risks, requiring strategic insight into financial structures, market dynamics, and regulatory considerations to optimise risk financing beyond conventional insurance.						
<b>Cybersecurity Risk</b> – Understanding threats such as ransomware, phishing, and data breaches, and implementing cybersecurity frameworks.						
<b>Financial Risk</b> – The ability to understand fundamental financial concepts, and recognise potential financial and fraud risks, including how such risks arise, their potential impact on the organisation, and the importance of appropriate controls and ethical behaviour in preventing and responding to them.						
<b>Geopolitical and Macroeconomic Risk</b> – Monitoring global trends, political instability, and economic shifts that influence business continuity and resilience.						
<b>Insurance (and Reinsurance) Principles and Practice</b> – The ability to assess, transfer, and manage risk through suitable insurance mechanisms, including knowledge of policy structures, buying insurance cover, underwriting, claims processes, and the role of reinsurance in spreading risk and enhancing resilience.						
<b>Managing Emerging Risk</b> – The ability to identify, assess, and respond to emerging and evolving risks and opportunities in dynamic internal and external environments, including high impact, low probability events. Applying techniques such as horizon scanning, scenario planning, stress testing, and analysis to anticipate threats and opportunities, protect organisational value, support informed decision-making, and enhance resilience and growth.						
<b>Organisational and Risk Culture</b> – Determining and shaping an organisation's risk culture, fostering risk awareness, accountability, ethical decision-making, and open dialogue aligned with organisational values and strategic objectives.						
<b>Principles of Risk Management</b> – Integrating risk practices into all activities, tailoring approaches to context, and ensuring transparency, inclusivity, and continual improvement. Practitioners apply good practice principles (as laid out by ISO31000) to foster a proactive, structured, and value-driven risk culture.						
<b>Regulatory, Legal &amp; Compliance</b> – The ability to interpret and apply relevant laws, standards, and policies to ensure organisational adherence and integrity, requiring keeping abreast of evolving regulations, assessing compliance risks, and embedding controls that safeguard against legal exposure, while supporting ethical and responsible business conduct.						
<b>Resilience Management</b> – The ability to anticipate disruptions, develop contingency plans, and respond effectively to emergencies, requires knowledge of risk scenarios, recovery strategies, and communication protocols to ensure critical operations are maintained, stakeholders are informed, and the organisation remains resilient under pressure.						
<b>Risk Attitude, Appetite &amp; Tolerance</b> – Recognising how people and organisations perceive and respond to risk, aligning decisions with acceptable risk levels, and balancing opportunity with caution to inform strategy, governance, and communication across contexts.						
<b>Risk Governance</b> – Creating clear structures, roles, and accountability for organisation-wide risk management, enabling coordinated decisions, transparency, and alignment with strategy, while fostering a strong risk culture and informed leadership, including through models such as the Three Lines Model.						
<b>Risk Identification &amp; Assessment</b> – Understanding various risk types or categories, and how to evaluate their impact and likelihood.						

	1	2	3	4	5	Supporting Comments
<b>Specialist Knowledge &amp; Skills (continued)</b>						
<b>Risk Management Frameworks</b> – The ability to design, implement, and maintain structured processes for identifying, assessing, treating, and monitoring risks across an organisation, aligning practices with strategic objectives, and embedding a consistent, proactive approach to managing uncertainty and strengthening resilience.						
<b>Risk Management Information Systems (RMIS)</b> – Using integrated digital tools and platforms to collect, store, analyse, and report risk-related data, enabling informed decision-making, monitoring, and effective risk management across an organisation.						
<b>Risk Maturity</b> – The ability to assess and develop an organisation’s risk management capabilities, processes, and culture, ensuring that risk is consistently identified, assessed, and managed effectively to support strategic objectives and sustainable performance.						
<b>Risk Mitigation &amp; Control</b> – Designing and implementing controls to reduce risk exposure, including internal audits and compliance checks.						
<b>Risk Monitoring &amp; Reporting</b> – Translating technical risk and opportunities insights through effective reporting into actionable strategies for executives and boards.						
<b>Risk Treatment and Response</b> – The ability to evaluate and apply appropriate strategies to manage risks – avoiding, reducing, transferring, or accepting them – using sound judgement, effective controls, and alignment with organisational objectives to ensure sustainable risk management and the maximisation of opportunities.						
<b>Sustainability &amp; ESG Risk</b> – Evaluating environmental, social, and governance factors that impact risk exposure and reputation.						
<b>Technological &amp; Digital Transformation Risk</b> – Assessing risks from cloud adoption, IoT, AI, and automation, including third-party and supply chain vulnerabilities.						

	1	2	3	4	5	Supporting Comments
<b>Behaviours</b>						
<b>Adaptable</b> – Working without boundaries and being open to finding diverse and unexpected solutions to problems and challenges.						
<b>Analytical</b> – Using logic and structure to evaluate data, identify patterns, make informed decisions, and solve problems effectively.						
<b>Collaborative</b> – Effective through clear, two-way verbal and non-verbal communication to achieve shared goals.						
<b>Courageous</b> – Speaking up when it is the right thing to do even if resistance or opposition is anticipated or experienced.						
<b>Credible</b> – Delivering value personally and professionally with consistency, competence, and confidence.						
<b>Curious</b> – Staying future-focused, inquisitive, and open-minded, seeking out and evolving innovative ways to add value to the organisation, and to learn continuously.						
<b>Decisive</b> – Quickly analyses information and responds with skill and drive to emerging risks and challenges.						

	1	2	3	4	5	Supporting Comments
<b>Behaviours (continued)</b>						
<b>Empathic</b> – The ability to share or understand the emotions and feelings of another person, which can be a prerequisite of feeling compassion.						
<b>Inclusive</b> – Actively valuing and leveraging differences in backgrounds, perspectives, and experiences to create an environment where everyone feels respected, empowered, and able to contribute fully.						
<b>Influential</b> – Communicates ideas persuasively and builds trust to reach mutually beneficial agreements through effective problem-solving.						
<b>Innovative</b> – Demonstrates originality and solves problems through analytical, critical, and creative thinking.						
<b>Inspiring</b> – Motivates and energises others through vision, passion, and positivity, setting an example that fosters confidence and shared purpose.						
<b>Inspiring</b> – Motivates and energises others through vision, passion, and positivity, setting an example that fosters confidence and shared purpose.						

*In order to assess yourself regularly, you are encouraged to take blank copies of this assessment to complete at agreed intervals to measure competency progression.*

# DEVELOPING COMPETENCIES

The modern risk professional operates in a landscape defined by complexity, rapid change, and rising expectations. To stay effective, they need a structured, ongoing approach to developing their competencies. Fortunately, today's risk community has access to a rich ecosystem of development opportunities, with Airmic at its centre, and complementary frameworks from other sources strengthening the journey.

## Leveraging Airmic's Professional Development Ecosystem

Airmic provides one of the most comprehensive development environments available to risk professionals, supporting them at all stages of their careers, from early development to advanced leadership. Its Continuing Professional Development (CPD) offering throughout the Airmic Professional Journey is designed to help individuals build confidence, adapt to change, and focus on relevant learning that supports career goals and addresses competency gaps.

As an organisation that is AI and technology-literate, Airmic is actively developing a more digital Airmic to enhance access to learning, strengthen engagement, and better support the achievement of competencies in a rapidly evolving risk landscape. These CPD opportunities blend foundational risk knowledge with broader professional skills, ensuring practitioners can apply their learning in real organisational contexts, learn from peers, contribute to industry dialogue, and develop the behaviours associated with high-performing risk leaders.

Members can develop their competencies, and deepen their technical and behavioural competencies, whilst earning recognised CPD hours, through the following, all of which can be found at [www.airmic.com](http://www.airmic.com):

- **Development Programmes** – such as the Business Excellence Programme
- **Events** – including the Annual Conference, Risk Forum, Captives Forum, FastTrack Forum, Island of Ireland Forum, and Regional Networking events
- **Field Trips** – day trips designed to take members out of their usual day-to-day working environments, to both network and visit organisations to understand their operations and specific approaches to managing risk and insurance
- **Friday Reading List** – a weekly curated list of relevant content, themed by topic, delivered to members inboxes
- **Masterclass Series'** – such as the Leadership Masterclass Series, designed specifically for members holding senior roles in their organisations and wanting to explore the very latest thinking on leadership with peers
- **Mentoring Scheme** – designed to help members develop their professional skillset, network with peers, and learn new skills and techniques from experienced professionals in order to improve and grow in their careers
- **Roundtables** – specialist in-person events, hosted by a panel of experts, exploring a key topic of debate
- **Special Interest Groups(SIGs)** – communities formed around a theme, a line of business, a risk, or an industry, whose members want to come together and exchange ideas
- **Training courses** – such as the Risk Management Fundamentals (RMF) course
- **Technical Library** – a catalogue of current and past publications, research reports, white papers, EXPLAINED Guides, and survey findings
- **Workshops** – face-to-face workshops exploring key topics in risk management and insurance
- **Webinars (live and on-demand)** – online sessions across a broad range of subject matter related to risk management and insurance

## Integrating Insights from Other Professional Frameworks

Beyond Airmic, risk professionals can strengthen their development by drawing on competency frameworks from related disciplines. The Chartered Insurance Institute (CII) provides a Professional Map ([www.cii.co.uk](http://www.cii.co.uk)), which outlines the technical and behavioural competencies required of well-rounded insurance and risk practitioners. It supports self-assessment, career planning, and identification of future skills, helping individuals understand what excellence looks like at different career stages.

Similarly, the Business Continuity Institute (BCI) ([www.thebci.org](http://www.thebci.org)) offers a competency framework that defines the standards needed to be an effective business continuity and resilience practitioner. It supports self-assessment, workforce planning, and capability development, helping professionals align their skills with organisational resilience needs and industry expectations.

## Building a Holistic Competency Development Approach

By combining Airmic's extensive learning resources with the structured competency frameworks of the CII, BCI, and other relevant bodies, risk professionals can take a holistic approach to their development. This means:

- Benchmarking skills against recognised professional standards
- Identifying gaps across core knowledge, specialist expertise, and behavioural competencies
- Engaging in continuous learning through CPD, workshops, on-demand content, and accredited programmes
- Applying insights in practice through mentoring, thought leadership, and cross-functional collaboration
- Aligning development with organisational needs and emerging industry trends

## A Modern, Self-Driven Professional Journey

Competency development is no longer a passive process. The modern risk professional is expected to take ownership of their growth, using the tools and frameworks available to them to build a resilient, future-ready skillset. With Airmic's rich learning environment and the complementary guidance of other bodies, professionals have everything they need to measure their capability, plan their progression, and continually elevate their contribution to organisational success.

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