

Study Questions—Aabo, Fraser, and Simkins—“The Rise and Evolution of the Chief Risk Officer: Enterprise Risk Management at Hydro One”

1. For Hydro One, what was the initial approach to ERM? How did that turn out? What got ERM off the ground in an effective way?
2. What is the “Delphi method?” How did Hydro One use this method?
3. What is the aim of the ERM program at Hydro One?
4. How does Hydro One define “risk?”
5. What is a “risk tolerance?”
6. Does Hydro One form an estimate of the probability distribution of a risky event occurring and its associated cost? Alternatively, does it use some other method?
7. What is a risk map and how does Hydro One use it?
8. Who sets risk tolerances for the major risks identified in the ERM process?
9. What are the methods for dealing with significant risks?
10. What is a “risk profile” and how does Hydro One use it?
11. What is the “bang for the buck” method, beyond what the term implies?
12. What benefits did Hydro One realize from their ERM program?