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**Obvladovanje tveganja – Načela in smernice**

Risk management – Principles and guidelines

Management du risque – Principes et lignes directrices

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SIST ISO 31000:2011

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## NACIONALNI UVOD

Standard SIST ISO 31000 (sl, en), Obvladovanje tveganja – Načela in smernice, 2011, ima status slovenskega standarda in je enakovreden mednarodnemu standardu ISO 31000, Risk management – Principles and guidelines, 2009.

## NACIONALNI PREDGOVOR

Mednarodni standard ISO 31000:2009 je pripravila delovna skupina za obvladovanje tveganja pri Tehničnem upravnem odboru ISO. Slovenski standard SIST ISO 31000:2011 je prevod angleškega besedila mednarodnega standarda ISO 31000:2009. V primeru spora glede besedila slovenskega prevoda v tem standardu je odločilen izvorni mednarodni standard v angleškem jeziku. Slovensko-angleško izdajo standarda je pripravil SIST/TC VZK Vodenje in zagotavljanje kakovosti.

Odločitev za izdajo tega standarda je dne 28. februarja 2011 sprejel SIST/TC VZK Vodenje in zagotavljanje kakovosti.

## ZVEZE S STANDARDI

S privzemom tega mednarodnega standarda veljajo za omejeni namen referenčnih standardov vsi standardi, navedeni v izvirniku, razen standarda, ki smo ga že sprejeli v nacionalno standardizacijo:

SIST ISO/IEC 31010:2011 (en) Obvladovanje tveganja – Tehnike ocenjevanja tveganj

## OSNOVA ZA IZDAJO STANDARDA

- Privzem standarda ISO 31000:2009

## OPOMBE

- Povsod, kjer se v besedilu standarda uporablja izraz "mednarodni standard", v SIST ISO 31000 to pomeni "slovenski standard".
- Nacionalni uvod in nacionalni predgovor nista sestavni del standarda.

<b>VSEBINA</b>	<b>Stran</b>	<b>CONTENTS</b>	<b>Page</b>
Predgovor .....	5	Foreword .....	5
Uvod .....	6	Introduction.....	6
1 Področje uporabe .....	10	1 Scope .....	10
2 Izrazi in definicije .....	10	2 Terms and definitions.....	10
3 Načela.....	17	3 Principles.....	17
4 Okvir .....	19	4 Framework .....	19
4.1 Splošno.....	19	4.1 General.....	19
4.2 Naloge in pooblastila ter zavezanost.....	21	4.2 Mandate and commitment.....	21
4.3 Zasnova okvira za obvladovanje tveganja.....	21	4.3 Design of framework for managing risk .....	21
4.3.1 Razumevanje organizacije in njenega konteksta .....	21	4.3.1 Understanding of the organization and its context.....	21
4.3.2 Vzpostavljanje politike obvladovanja tveganja.....	22	4.3.2 Establishing risk management policy.....	22
4.3.3 Odgovornost .....	23	4.3.3 Accountability .....	23
4.3.4 Vključevanje v organizacijske procese .....	23	4.3.4 Integration into organizational processes .....	23
4.3.5 Viri.....	24	4.3.5 Resources .....	24
4.3.6 Vzpostavljanje mehanizmov notranjega komuniciranja in poročanja.....	24	4.3.6 Establishing internal communication and reporting mechanisms .....	24
4.3.7 Vzpostavljanje mehanizmov zunanjega komuniciranja in poročanja .....	24	4.3.7 Establishing external communication and reporting mechanisms .....	24
4.4 Izvajanje obvladovanja tveganja .....	25	4.4 Implementing risk management.....	25
4.4.1 Izvajanje okvira za obvladovanje tveganja.....	25	4.4.1 Implementing the framework for managing risk .....	25
4.4.2 Izvajanje procesa obvladovanja tveganja.....	25	4.4.2 Implementing the risk management process .....	25
4.5 Spremljanje in pregled okvira .....	26	4.5 Monitoring and review of the framework .....	26
4.6 Nenehno izboljševanje okvira.....	26	4.6 Continual improvement of the framework .....	26
5 Proces.....	26	5 Process .....	26
5.1 Splošno.....	26	5.1 General.....	26
5.2 Komuniciranje in posvetovanje.....	27	5.2 Communication and consultation .....	27
5.3 Vzpostavljanje konteksta .....	28	5.3 Establishing the context .....	28
5.3.1 Splošno.....	28	5.3.1 General.....	28
5.3.2 Vzpostavljanje zunanjega konteksta .....	29	5.3.2 Establishing the external context .....	29
5.3.3 Vzpostavljanje notranjega konteksta.....	29	5.3.3 Establishing the internal context .....	29
5.3.4 Vzpostavljanje konteksta za proces obvladovanja tveganja .....	30	5.3.4 Establishing the context of the risk management process .....	30
5.3.5 Določanje meril tveganja .....	31	5.3.5 Defining risk criteria.....	31
5.4 Ocenjevanje tveganja.....	31	5.4 Risk assessment.....	31
5.4.1 Splošno.....	31	5.4.1 General.....	31
5.4.2 Identifikacija tveganja .....	32	5.4.2 Risk identification .....	32

5.4.3 Analiza tveganja .....	32	5.4.3 Risk analysis .....	32
5.4.4 Vrednotenje tveganja.....	33	5.4.4 Risk evaluation.....	33
5.5 Obravnavanje tveganja.....	34	5.5 Risk treatment .....	34
5.5.1 Splošno.....	34	5.5.1 General.....	34
5.5.2 Izbira možnosti obravnavanja tveganja.....	34	5.5.2 Selection of risk treatment options .....	34
5.5.3 Priprava in izvajanje načrtov za obravnavanje tveganja.....	35	5.5.3 Preparing and implementing risk treatment plans .....	35
5.6 Spremljanje in pregled.....	36	5.6 Monitoring and review .....	36
5.7 Zapisovanje procesa obvladovanja tveganja.....	37	5.7 Recording the risk management process .....	37
Dodatek A (informativni): Lastnosti okrepljenega obvladovanja tveganja .....	38	Annex A (informative) Attributes of enhanced risk management .....	38
Literatura.....	41	Bibliography.....	41

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[SIST ISO 31000:2011](https://standards.itech.ai/catalog/standards/sist/4c29e147-d492-4fe8-b8d3-27dea5becc07/sist-iso-31000-2011)

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## Predgovor

ISO (Mednarodna organizacija za standardizacijo) je svetovna zveza nacionalnih organov za standarde (članov ISO). Mednarodne standarde navadno pripravljajo tehnični odbori ISO. Vsak član, ki želi delovati na določenem področju, za katero je bil ustanovljen tehnični odbor, ima pravico biti zastopan v tem odboru. Pri delu sodelujejo tudi vladne in nevladne mednarodne organizacije, povezane z ISO. ISO v vseh zadevah, ki so povezane s standardizacijo na področju elektrotehnike, tesno sodeluje z Mednarodno elektrotehniško komisijo (IEC).

Mednarodni standardi so pripravljani v skladu s pravili, podanimi v 2. delu Direktiv ISO/IEC.

Glavna naloga tehničnih odborov je priprava mednarodnih standardov. Osnutki mednarodnih standardov, ki jih sprejmejo tehnični odbori, se pošljejo vsem članom v glasovanje. Za objavo mednarodnega standarda je treba pridobiti soglasje najmanj 75 odstotkov članov, ki se udeležijo glasovanja.

Opozoriti je treba na možnost, da je lahko nekaj elementov tega mednarodnega standarda predmet patentnih pravic. ISO ne prevzema odgovornosti za identificiranje katerih koli ali vseh takih patentnih pravic.

Standard ISO 31000 je pripravila delovna skupina za obvladovanje tveganja pri Tehničnem upravnem odboru ISO.

## Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

International Standards are drafted in accordance with the rules given in the ISO/IEC Directives, Part 2.

The main task of technical committees is to prepare International Standards. Draft International Standards adopted by the technical committees are circulated to the member bodies for voting. Publication as an International Standard requires approval by at least 75 % of the member bodies casting a vote.

Attention is drawn to the possibility that some of the elements of this document may be the subject of patent rights. ISO shall not be held responsible for identifying any or all such patent rights.

ISO 31000 was prepared by the ISO Technical Management Board Working Group on risk management.

## Uvod

Organizacije vseh vrst in velikosti se soočajo z notranjimi in zunanji dejavniki ter vplivi, ki jih postavljajo v negotovost, ali bodo dosegle svoje cilje in kdaj. Vpliv, ki ga ima ta negotovost na cilje organizacije, je "tveganje".

Vse dejavnosti organizacije vključujejo tveganje. Organizacije obvladujejo tveganje tako, da ga identificirajo, analizirajo in nato ovrednotijo, ali naj ga z obravnavanjem spremenijo, da bi zadovoljile svojim merilom tveganja. V vsem tem procesu komunicirajo z deležniki in se z njimi posvetujejo ter spremljajo in pregledujejo tveganje in ukrepe, s katerim spreminjajo tveganje, da bi zagotovile, da nadaljnje obravnavanje tveganja ne bi bilo potrebno. Ta sistematičen in logičen proces je podrobno opisan v tem mednarodnem standardu.

Medtem ko vse organizacije do neke mere obvladujejo tveganje, pa ta mednarodni standard postavlja številna načela, ki jih je treba izpolniti, da bo obvladovanje tveganja uspešno. Ta mednarodni standard priporoča organizacijam, da razvijejo, izvajajo in nenehno izboljšujejo okvir, katerega namen je vključiti proces za obvladovanje tveganja v celovito upravljanje, strategijo in načrtovanje, vodenje, procese poročanja, politiko, vrednote ter kulturo organizacije.

Obvladovanje tveganja se lahko izvaja v celotni organizaciji, na mnogih njenih področjih in ravneh, ob vsakem času, prav tako pa tudi pri specifičnih funkcijah, projektih in dejavnostih.

Čeprav se je zaradi različnih potreb praksa obvladovanja tveganja razvijala počasi in na mnogih področjih, lahko sprejetje doslednih procesov v celovitem okviru pomaga zagotoviti, da je tveganje obvladovano uspešno, učinkovito in usklajeno po vsej organizaciji. Splošni pristop, opisan v tem mednarodnem standardu, podaja načela in smernice za obvladovanje vseh vrst tveganja sistematično, pregledno in verodostojno ter v katerem koli obsegu in kontekstu.

Vsako specifično področje uporabe obvladovanja tveganja prinaša s seboj svoje potrebe, obravnavo, dojetje in merila. Zato je ključna značilnost tega mednarodnega standarda vključitev aktivnosti "vzpostavljanja konteksta" na sam začetek tega splošnega procesa obvladovanja tveganja. Vzpostavljanje konteksta bo zajemalo cilje organizacije, okolje,

## Introduction

Organizations of all types and sizes face internal and external factors and influences that make it uncertain whether and when they will achieve their objectives. The effect this uncertainty has on an organization's objectives is "risk".

All activities of an organization involve risk. Organizations manage risk by identifying it, analysing it and then evaluating whether the risk should be modified by risk treatment in order to satisfy their risk criteria. Throughout this process, they communicate and consult with stakeholders and monitor and review the risk and the controls that are modifying the risk in order to ensure that no further risk treatment is required. This International Standard describes this systematic and logical process in detail.

While all organizations manage risk to some degree, this International Standard establishes a number of principles that need to be satisfied to make risk management effective. This International Standard recommends that organizations develop, implement and continuously improve a framework whose purpose is to integrate the process for managing risk into the organization's overall governance, strategy and planning, management, reporting processes, policies, values and culture.

Risk management can be applied to an entire organization, at its many areas and levels, at any time, as well as to specific functions, projects and activities.

Although the practice of risk management has been developed over time and within many sectors in order to meet diverse needs, the adoption of consistent processes within a comprehensive framework can help to ensure that risk is managed effectively, efficiently and coherently across an organization. The generic approach described in this International Standard provides the principles and guidelines for managing any form of risk in a systematic, transparent and credible manner and within any scope and context.

Each specific sector or application of risk management brings with it individual needs, audiences, perceptions and criteria. Therefore, a key feature of this International Standard is the inclusion of "establishing the context" as an activity at the start of this generic risk management process. Establishing the context will capture the objectives of the organization,

v katerem sledi tem ciljem, njene deležnike in različna merila tveganja – vse to pa ji bo pomagalo odkriti ter oceniti naravo in kompleksnost njenih tveganj.

Razmerje med načeli za obvladovanje tveganja, okvir, v katerem nastopa, in proces obvladovanja tveganja, opisani v tem mednarodnem standardu, so prikazani v sliki 1.

Če je obvladovanje tveganja izvedeno in vzdrževano v skladu s tem mednarodnim standardom, potem omogoča organizaciji, da na primer:

- poveča verjetnost doseganja ciljev,
- spodbuja proaktivno vodenje,
- se zaveda potrebe po identificiranju in obravnavanju tveganja po vsej organizaciji,
- izboljša identifikacijo priložnosti in groženj,
- izpolnjuje ustrezne pravne in regulativne zahteve ter mednarodne normative,
- izboljša obvezno in prostovoljno poročanje,
- izboljša upravljanje,
- izboljša zaupanje deležnikov,
- vzpostavi zanesljivo podlago za odločanje in načrtovanje,
- izboljša ukrepe za obvladovanje tveganja,
- uspešno dodeljuje in uporablja vire za obravnavanje tveganja,
- izboljša delovno uspešnost in učinkovitost,
- izboljša zdravje in varnost ter varstvo okolja,
- izboljša preprečevanje poškodb in obvladovanje izrednih dogodkov,
- kar najbolj zmanjša poškodbe,
- izboljša organizacijsko učenje in
- izboljša organizacijsko prilagodljivost.

Namen tega mednarodnega standarda je izpolniti potrebe najrazličnejših deležnikov, vključno s:

- a) tistimi, ki so odgovorni za razvoj politike obvladovanja tveganja v organizaciji,

the environment in which it pursues those objectives, its stakeholders and the diversity of risk criteria – all of which will help reveal and assess the nature and complexity of its risks.

The relationship between the principles for managing risk, the framework in which it occurs and the risk management process described in this International Standard are shown in Figure 1.

When implemented and maintained in accordance with this International Standard, the management of risk enables an organization to, for example:

- increase the likelihood of achieving objectives;
- encourage proactive management;
- be aware of the need to identify and treat risk throughout the organization;
- improve the identification of opportunities and threats;
- comply with relevant legal and regulatory requirements and international norms;
- improve mandatory and voluntary reporting;
- improve governance;
- improve stakeholder confidence and trust;
- establish a reliable basis for decision making and planning;
- improve controls;
- effectively allocate and use resources for risk treatment;
- improve operational effectiveness and efficiency;
- enhance health and safety performance, as well as environmental protection;
- improve loss prevention and incident management;
- minimize losses;
- improve organizational learning; and
- improve organizational resilience.

This International Standard is intended to meet the needs of a wide range of stakeholders, including:

- a) those responsible for developing risk management policy within their organization;

- |  |   |
|--|---|
| b) tistimi, ki odgovarjajo za zagotavljanje, da je tveganje uspešno obvladovano v okviru celotne organizacije ali v okviru specifičnega področja, projekta ali aktivnosti,                       | b) those accountable for ensuring that risk is effectively managed within the organization as a whole or within a specific area, project or activity;                             |
| c) tistimi, ki morajo ovrednotiti uspešnost organizacije na področju obvladovanja tveganja, in   | c) those who need to evaluate an organization's effectiveness in managing risk; and   |
| d) tistimi, ki pripravljajo standarde, vodila, postopke in kodekse ravnanja, ki v celoti ali delno opredeljujejo, kako naj se tveganje obvladuje v okviru specifičnega konteksta teh dokumentov. | d) developers of standards, guides, procedures and codes of practice that, in whole or in part, set out how risk is to be managed within the specific context of these documents. |

Trenutna praksa in procesi obvladovanja mnogih organizacij vključujejo elemente obvladovanja tveganja in veliko organizacij je že sprejelo formalen proces njegovega obvladovanja za posamezne vrste tveganja ali okoliščin. V takih primerih se lahko organizacija odloči za izvedbo kritičnega pregleda svojih obstoječih praks in procesov v luči tega mednarodnega standarda.

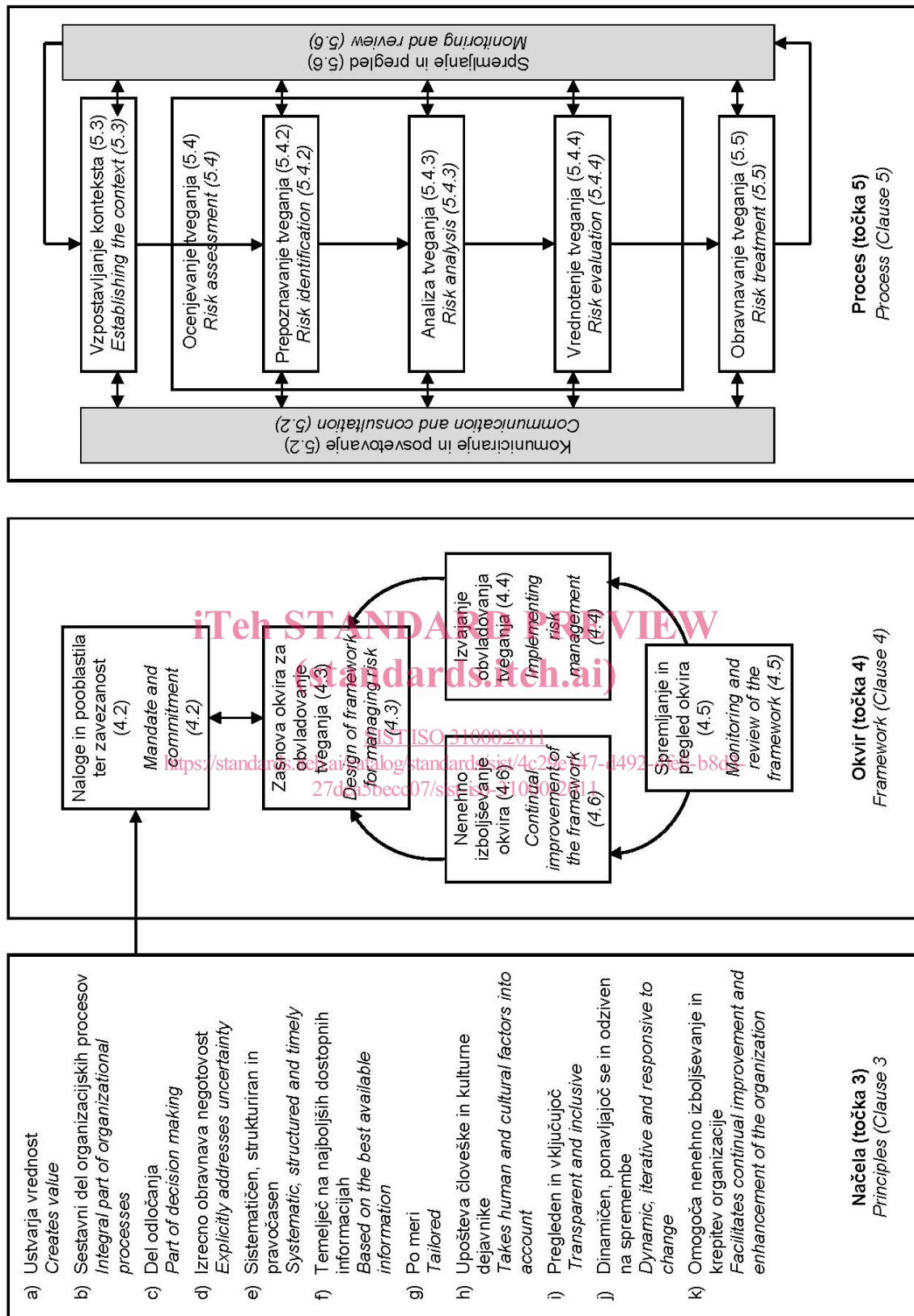
The current management practices and processes of many organizations include components of risk management, and many organizations have already adopted a formal risk management process for particular types of risk or circumstances. In such cases, an organization can decide to carry out a critical review of its existing practices and processes in the light of this International Standard.

V tem mednarodnem standardu se uporabljata izraza "risk management" in "managing risk". Na splošno se "risk management" nanaša na strukturo (načela, okvir in proces) uspešnega obvladovanja tveganj, medtem ko se "managing risk" nanaša na uporabo te strukture pri posameznih tveganjih.

In this International Standard, the expressions "risk management" and "managing risk" are both used. In general terms, "risk management" refers to the architecture (principles, framework and process) for managing risks effectively, while "managing risk" refers to applying that architecture to particular risks.

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Slika 1: Razmerja med načeli, okvirom in procesom obvladovanja tveganja

Figure 1 – Relationships between the risk management principles, framework and process

## Obvladovanje tveganja – Načela in smernice

### 1 Področje uporabe

Ta mednarodni standard zagotavlja načela in splošne smernice za obvladovanje tveganja.

Ta mednarodni standard lahko uporabljajo vsa podjetja, javna ali zasebna, družbena podjetja, združenja, skupine ali posamezniki. Potemtakem ta mednarodni standard torej ni specifičen za neko industrijo ali sektor.

OPOMBA: Zaradi poenostavitve se za vse različne uporabnike tega mednarodnega standarda uporablja splošni izraz "organizacija".

Ta mednarodni standard se lahko uporablja v celotnem življenju organizacije in za širok razpon dejavnosti, vključno s strategijami in odločitvami, dejanji, procesi, funkcijami, projekti, proizvodi, storitvami in sredstvi.

Ta mednarodni standard se lahko uporablja za vse vrste tveganja ne glede na njihovo naravo in ne glede na to, ali imajo pozitivne ali negativne posledice.

Čeprav ta mednarodni standard zagotavlja splošne smernice, ni namenjen spodbujanju enotnosti obvladovanja tveganja po organizacijah. Pri snovanju in izvajanju načrtov in okvirov za obvladovanje tveganja bo treba upoštevati različne potrebe posamezne organizacije, njene posebne cilje, kontekst, zgradbo, dejanja, procese, funkcije, projekte, proizvode, storitve ali sredstva ter določene vpeljane prakse.

Ta mednarodni standard je namenjen usklajevanju procesov obvladovanja tveganja pri obstoječih in prihodnjih standardih. Zagotavlja skupni pristop in podporo standardom, ki se ukvarjajo s specifičnimi tveganji in/ali področji, vendar teh standardov ne zamenjuje.

Ta mednarodni standard ni namenjen certificiranju.

### 2 Izrazi in definicije

V tem dokumentu se uporabljajo naslednji izrazi in definicije.

#### 2.1 tveganje

vpliv negotovosti na doseganje ciljev

OPOMBA 1: Vpliv je odstopanje od pričakovanega – pozitivno in/ali negativno.

## Risk management – Principles and guidelines

### 1 Scope

This International Standard provides principles and generic guidelines on risk management.

This International Standard can be used by any public, private or community enterprise, association, group or individual. Therefore, this International Standard is not specific to any industry or sector.

NOTE For convenience, all the different users of this International Standard are referred to by the general term "organization".

This International Standard can be applied throughout the life of an organization, and to a wide range of activities, including strategies and decisions, operations, processes, functions, projects, products, services and assets.

This International Standard can be applied to any type of risk, whatever its nature, whether having positive or negative consequences.

Although this International Standard provides generic guidelines, it is not intended to promote uniformity of risk management across organizations. The design and implementation of risk management plans and frameworks will need to take into account the varying needs of a specific organization, its particular objectives, context, structure, operations, processes, functions, projects, products, services, or assets and specific practices employed.

It is intended that this International Standard be utilized to harmonize risk management processes in existing and future standards. It provides a common approach in support of standards dealing with specific risks and/or sectors, and does not replace those standards.

This International Standard is not intended for the purpose of certification.

### 2 Terms and definitions

For the purposes of this document, the following terms and definitions apply.

#### 2.1 risk

effect of uncertainty on objectives

NOTE 1 An effect is a deviation from the expected – positive and/or negative.

OPOMBA 2: Cilji imajo lahko različne vidike (kot so npr. finančni, zdravstveni in varnostni ter okoljski cilji) in se lahko nanašajo na različne ravni (kot so npr. strateška, vseorganizacijska, projektna, proizvodna in procesna).	NOTE 2	Objectives can have different aspects (such as financial, health and safety, and environmental goals) and can apply at different levels (such as strategic, organization-wide, project, product and process).
OPOMBA 3: Za tveganje je pogosto značilno sklicevanje na možne <b>dogodke</b> (2.17) in <b>posledice</b> (2.18) ali na kombinacijo obojih.	NOTE 3	Risk is often characterized by reference to potential <b>events</b> (2.17) and <b>consequences</b> (2.18), or a combination of these.
OPOMBA 4: Tveganje se pogosto izraža kot kombinacija posledic nekega dogodka (vključno s spremembami okoliščin) ter s tem povezane <b>verjetnosti</b> (2.19) pojava tega dogodka.	NOTE 4	Risk is often expressed in terms of a combination of the consequences of an event (including changes in circumstances) and the associated <b>likelihood</b> (2.19) of occurrence.
OPOMBA 5: Negotovost je stanje pomanjkanja (tudi delnega) informacij, povezanih z razumevanjem ali poznavanjem dogodka, njegovih posledic ali njegove verjetnosti.	NOTE 5	Uncertainty is the state, even partial, of deficiency of information related to, understanding or knowledge of an event, its consequence, or likelihood.

[ISO Vodilo 73:2009, definicija 1.1]

[ISO Guide 73:2009, definition 1.1]

**2.2****obvladovanje tveganja**usklažene aktivnosti za usmerjanje in nadzoro-  
vanje organizacije v zvezi s **tveganjem** (2.1)

[ISO Vodilo 73:2009, definicija 2.1]

**2.2****risk management**coordinated activities to direct and control an  
organization with regard to **risk** (2.1)

[ISO Guide 73:2009, definition 2.1]

**2.3****okvir za obvladovanje tveganja**skupek elementov, ki zagotavljajo temelje in  
organizacijske ureditve za snovanje, izvajanje,  
**spremljanje** (2.28), pregledovanje in nenehno  
izboljševanje **obvladovanja tveganja** (2.2) po  
vseh organizacijiOPOMBA 1: Temelji vključujejo politiko, cilje, naloge in  
pooblastila ter zavezanost k obvladovanju  
**tveganja** (2.1).OPOMBA 2: Organizacijske ureditve vključujejo načrte,  
odnose, odgovornosti, vire, procese in  
aktivnosti.OPOMBA 3: Okvir za obvladovanje tveganja je vgrajen v  
celotno strateško in operativno politiko ter  
prakso organizacije.

[ISO Vodilo 73:2009, definicija 2.1.1]

**2.3****risk management framework**set of components that provide the foundations  
and organizational arrangements for designing,  
implementing, **monitoring** (2.28), reviewing  
and continually improving **risk management**  
(2.2) throughout the organizationNOTE 1 The foundations include the policy,  
objectives, mandate and commitment to  
manage **risk** (2.1).NOTE 2 The organizational arrangements include  
plans, relationships, accountabilities,  
resources, processes and activities.NOTE 3 The risk management framework is  
embedded within the organization's  
overall strategic and operational  
policies and practices.

[ISO Guide 73:2009, definition 2.1.1]

**2.4****politika obvladovanja tveganja**izjava o celovitih namerah in usmeritvi orga-  
nizacije v zvezi z **obvladovanjem tveganja** (2.2)

[ISO Vodilo 73:2009, definicija 2.1.2]

**2.4****risk management policy**statement of the overall intentions and direction of  
an organization related to **risk management** (2.2)

[ISO Guide 73:2009, definition 2.1.2]

**2.5****odnos do tveganja**pristop organizacije k ocenjevanju in  
morebitnemu spremljanju, ohranitvi, sprejetju ali  
odvračanju od **tveganja** (2.1)

[ISO Vodilo 73:2009, definicija 3.7.1.1]

**2.5****risk attitude**organization's approach to assess and  
eventually pursue, retain, take or turn away  
from **risk** (2.1)

[ISO Guide 73:2009, definition 3.7.1.1]

**2.6****načrt obvladovanja tveganja**

načrt znotraj **okvira za obvladovanje tveganja** (2.3), ki opredeljuje pristop, elemente obvladovanja in vire, ki naj se uporabijo za obvladovanje **tveganja** (2.1)

OPOMBA 1: Elementi obvladovanja navadno vključujejo postopke, prakse, dodelitev odgovornosti, zaporedje in časovno razporeditev aktivnosti.

OPOMBA 2: Načrt obvladovanja tveganja se lahko nanaša na določen proizvod, proces in projekt ter na celotno organizacijo ali njen del.

[ISO Vodilo 73:2009, definicija 2.1.3]

**2.7****skrbnik tveganja**

fizična ali pravna oseba, ki odgovarja za obvladovanje **tveganja** (2.1) in je za to pooblaščen

[ISO Vodilo 73:2009, definicija 3.5.1.5]

**2.8****proces obvladovanja tveganja**

sistematična uporaba politik, postopkov in praks obvladovanja pri aktivnostih komuniciranja, posvetovanja, vzpostavljanja konteksta ter identificiranja, analiziranja, vrednotenja, obravnavanja, **spremljanja** (2.28) in pregledovanja **tveganja** (2.1)

[ISO Vodilo 73:2009, definicija 3.1] <https://standards.iteh.ai/catalog/standards/sist/4c29e147-d492-4fe8-b8d3-27dea5becc07/sist-iso-31000-2011>

**2.9****vzpostavljanje konteksta**

določanje zunanjih in notranjih parametrov, ki naj bi se upoštevali pri obvladovanju tveganja, ter določanje obsega in **meril tveganja** (2.22) za **politiko obvladovanja tveganja** (2.4)

[ISO Vodilo 73:2009, definicija 3.3.1]

**2.10****zunANJI kontekst**

zunanje okolje, v katerem si organizacija prizadeva doseči svoje cilje

OPOMBA: Zunanji kontekst lahko vključuje:

- kulturno, socialno, politično, pravno, regulativno, finančno, tehnološko, ekonomsko, naravno in konkurenčno okolje, ki je lahko mednarodno, nacionalno, regionalno ali lokalno;
- ključna gonila in trende, ki vplivajo na cilje organizacije, in
- odnose z zunanjimi **deležniki** (2.13) ter njihovo dojemanje in vrednote.

[ISO Vodilo 73:2009, definicija 3.3.1.1]

**2.6****risk management plan**

scheme within the **risk management framework** (2.3) specifying the approach, the management components and resources to be applied to the management of **risk** (2.1)

NOTE 1 Management components typically include procedures, practices, assignment of responsibilities, sequence and timing of activities.

NOTE 2 The risk management plan can be applied to a particular product, process and project, and part or whole of the organization.

[ISO Guide 73:2009, definition 2.1.3]

**2.7****risk owner**

person or entity with the accountability and authority to manage a **risk** (2.1)

[ISO Guide 73:2009, definition 3.5.1.5]

**2.8****risk management process**

systematic application of management policies, procedures and practices to the activities of communicating, consulting, establishing the context, and identifying, analyzing, evaluating, treating, **monitoring** (2.28) and reviewing **risk** (2.1)

[ISO Guide 73:2009, definition 3.1]

**2.9****establishing the context**

defining the external and internal parameters to be taken into account when managing risk, and setting the scope and **risk criteria** (2.22) for the **risk management policy** (2.4)

[ISO Guide 73:2009, definition 3.3.1]

**2.10****external context**

external environment in which the organization seeks to achieve its objectives

NOTE External context can include:

- the cultural, social, political, legal, regulatory, financial, technological, economic, natural and competitive environment, whether international, national, regional or local;
- key drivers and trends having impact on the objectives of the organization; and
- relationships with, and perceptions and values of external **stakeholders** (2.13).

[ISO Guide 73:2009, definition 3.3.1.1]

## 2.11 notranji kontekst

notranje okolje, v katerem si organizacija prizadeva doseči svoje cilje

- OPOMBA: Notranji kontekst lahko vključuje:
- upravljanje, organizacijsko strukturo, vloge in odgovornosti,
  - politike, cilje in strategije, vzpostavljene za njihovo doseganje,
  - zmogljivosti v smislu virov in znanja (npr. kapital, čas, ljudje, procesi, sistemi in tehnologije),
  - informacijske sisteme, informacijske tokove in procese odločanja (tako formalne kot neformalne),
  - povezave z notranjimi deležniki ter njihovo dojemanje in vrednote,
  - kulturo organizacije,
  - standarde, smernice in modele, ki jih je organizacija sprejela, ter
  - obliko in obseg pogodbenih razmerij.

[ISO Vodilo 73:2009, definicija 3.3.1.2]

**2.12  
komuniciranje in posvetovanje**  
nenehen in ponavljajoč se proces, ki ga organizacija izvaja za zagotavljanje, izmenjavo in pridobitev informacij ter za vzpostavitev dialoga z **deležniki** (2.13) v zvezi z obvladovanjem **tveganja** (2.1)

OPOMBA 1: Informacije se lahko nanašajo na obstoj, naravo, obliko, **verjetnost** (2.19), pomen, vrednotenje, sprejemljivost in obravnavanje tveganja.

OPOMBA 2: Posvetovanje je dvosmeren proces komuniciranja, ki na podlagi informacij o nekem vprašanju poteka med organizacijo in njenimi deležniki pred sprejetjem odločitve ali usmeritve glede tega vprašanja. Posvetovanje je:

- proces, ki vpliva na odločitev bolj z vplivom kot z močjo, in
- vložek v odločanje, a ni skupno odločanje.

[ISO Vodilo 73:2009, definicija 3.2.1]

**2.13  
deležnik**  
oseba ali organizacija, ki lahko vpliva na neko odločitev ali aktivnost ali na katero odločitev ali aktivnost vpliva ali ji daje občutek, da vpliva nanjo

OPOMBA: Deležnik je lahko nosilec odločanja.

[ISO Vodilo 73:2009, definicija 3.2.1.1]

## 2.11 internal context

internal environment in which the organization seeks to achieve its objectives

- NOTE Internal context can include:
- governance, organizational structure, roles and accountabilities;
  - policies, objectives, and the strategies that are in place to achieve them;
  - the capabilities, understood in terms of resources and knowledge (e.g. capital, time, people, processes, systems and technologies);
  - information systems, information flows and decision-making processes (both formal and informal);
  - relationships with, and perceptions and values of, internal stakeholders;
  - the organization's culture;
  - standards, guidelines and models adopted by the organization; and
  - form and extent of contractual relationships.

[ISO Guide 73:2009, definition 3.3.1.2]

**2.12  
communication and consultation**  
continual and iterative processes that an organization conducts to provide, share or obtain information and to engage in dialogue with **stakeholders** (2.13) regarding the **management of risk** (2.1)

NOTE 1 The information can relate to the existence, nature, form, **likelihood** (2.19), significance, evaluation, acceptability and treatment of the management of risk.

NOTE 2 Consultation is a two-way process of informed communication between an organization and its stakeholders on an issue prior to making a decision or determining a direction on that issue. Consultation is:

- a process which impacts on a decision through influence rather than power; and
- an input to decision making, not joint decision making.

[ISO Guide 73:2009, definition 3.2.1]

**2.13  
stakeholder**  
person or organization that can affect, be affected by, or perceive themselves to be affected by a decision or activity

NOTE A decision maker can be a stakeholder.

[ISO Guide 73:2009, definition 3.2.1.1]