



ADDENDUM 1

January 1, 2021

TO: All Employees of the Virginia Department of Human Resource Management

FROM: Emily S. Elliott   
DHRM Director

SUBJECT: Agency Risk Management and Internal Controls Standards (ARMICS)

As an Addendum to the DHRM Strategic Plan: Goals and Priorities, I write to communicate to you the importance of internal controls within DHRM operations and in achieving our stated goals and priorities. As we execute our goals and priorities, we must be mindful of our role as public servants to provide quality services, protect the Commonwealth's interest and maintain the confidence of the customers and citizens we serve.

DHRM has embraced the Commonwealth's Agency Risk Management and Internal Control Standards (ARMICS). These standards provide a structured and disciplined approach to risk management which minimizes avoidable loss, missed opportunities and uncertainty as we manage agency operations and work toward our identified goals and priorities.

**Each DHRM employee has an important role in risk management. As an employee, you are charged with identifying and addressing daily risk and opportunities, completing assignments while following established policies and procedures and taking prompt and effective action to meet any challenge or obstacle identified. Each DHRM employee is a steward of public resources and has a role in safeguarding state assets from loss or inappropriate use.**

At the core of the ARMICS is management's commitment to DHRM's overall control environment, often referred to as the "tone at the top." As the Director for DHRM, I am fully committed to ensuring an environment of effective internal controls. Through our combined efforts, I know we can and will maintain an environment that embraces internal controls through documenting and improving operating procedures and organizational planning consistent with DHRM's mission, goals and priorities.

Lastly, let us not forget DHRM's Values – Excellence, Teamwork, Honor, Innovation, Customer Focus and Stewardship. These values provide a communicated standard of behavior for how each DHRM employee will interact with our customers and with each other. Together, let us apply a daily risk management mindset and be accountable to ourselves and each other in modeling our identified Values.