

Insight aims to provide useful information, links and tips in the areas of Risk Management, Occupational Health and Safety, Business Continuity Management, and other areas relating to management systems and corporate governance.

This issue:

- Tackle workaholism for healthier employees
- Improving performance through Enterprise Risk Management
- Optimising lessons to be learned from incident investigations

Tackle workaholism for healthier employees

As a follow up to our article in issue 48 of *Insight*, the “Impact of approachable managers on worker health and safety”, one of the more common stress risk factors which can impact seriously on worker health and safety is a poor work-life balance.

The phenomena of *workaholism* (working compulsively at the expense of other pursuits) and *presenteeism* (working for more the required hours, including working while sick, due to feeling insecure about the job or feeling the need to prove oneself) are both manifestations of this problem.

It is not uncommon for employers to either fail to recognise, or even to actively exploit, these tendencies in workers. However, if allowed to persist, both problems frequently result in an overall reduction in productivity and job performance, increase in sick leave and staff turnover, and a poor workplace culture.

Employers can take action to intervene in the cycle. Actions can include:

- Being aware of what hours staff are actually working.

- Discuss the issues, and workplace expectations regarding them, with workers, so that individuals realise they are not expected to work excessive hours, or respond to emails 24/7, etc.
- Base remuneration and career advancement decisions on quality, not quantity, of work or time spent ‘at the desk’.
- Provide information on strategies for ‘de-coupling’ from work outside of hours, e.g. meditation and relaxation techniques, exercise etc.
- Provide individually targeted counselling and assistance to those struggling with workaholism or presenteeism.
- Intervene and query why when staff regularly work extended hours and devise strategies to minimise this.
- Include a WHS KPI that all employees will take a period of leave of at least two consecutive weeks each year, to ensure that they get a “real break” from work.



Taking action as an employer against these problems can help to achieve a healthier, more productive, and more stable workforce.

Please [contact QRMC](#) for more information.

Improving performance through Enterprise Risk Management

There can be a tendency at times for an organisation to look dubiously at their risk management personnel and wonder why they are committing so much effort to their enterprise risk management program, in a process that some perceive as just a compliance exercise.

This is especially the case if the risk management activities concerned have not been well managed or properly implemented, and have therefore failed to achieve any tangible results.



The underlying purpose of enterprise risk management is to administer organisational governance and management processes in such a way as to enable management to make informed, risk-based decisions.

Enterprise risk management programs can provide the structure to achieve critical organisational outcomes. These include:

- Good governance – provision of critical information for accountability and transparency and strategic decision-making by Boards and other governing bodies.
- Objectives – provision of the structure within which to confirm, and then prioritise activity in accordance with their impact on the business objectives of the organisation.
- Risk control – provision of the processes by which to identify and manage risks which potentially threaten the success of the organisation (as well as opportunities which can be further exploited).
- Risk appetite – consistency of risk appetite across the organisation as demonstrated by what level of risk is considered acceptable.
- Execution – provision of the consultation and communication arrangements by which business planning and strategies can be accomplished.
- Monitoring – provision of the mechanisms by which the organisation can check progress towards achievement of business objectives, manage any associated risks, and identify previously unrecognised risks/obstacles.

When correctly designed and properly implemented, an enterprise risk management program will contribute to the organisation's success, improving performance and governance for organisational success.

Please [contact QRMC](#) for more information.

Optimising lessons to be learned from incident investigations



All too often, participants in the investigation of a safety incident feel like the image shown here – that they are the focus of a negative, hostile process and targeted for blame.

The incident investigation needn't (and shouldn't) be like this.

There is an unprecedented opportunity for learning and organisational improvement through the incident investigation process, whether it relates to an event which occurred within the organisation, or one relating to a sub-contractor or supplier.

A frank and fearless examination of the details of an incident facilitates both organisational and individual learning and improvement. This can occur either through identification of the underlying causes and contributory factors of the incident, and consideration of why existing systems and controls were not effective; or through the realisation that the incident was not anticipated by previous risk identification processes, and therefore there were no controls in place. Either way these outcomes should prompt system improvements and the implementation / enhancement of controls to manage the identified risks factors.

The post-incident communication process is critical to structuring systems improvements and building a positive appreciation of the “lessons learnt” process.

As outlined in our article in issue 43 of [Insight](#), “Preventing recurrence of WHS incidents”, a systematic approach to the analysis of an incident should result in management system improvements, and the reduction of risk to your workplace incidents.

Please [contact QRMC](#) for more information.

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**RISK MANAGEMENT
SAFETY MANAGEMENT
BUSINESS CONTINUITY MANAGEMENT
MANAGEMENT SYSTEMS**

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