

*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.

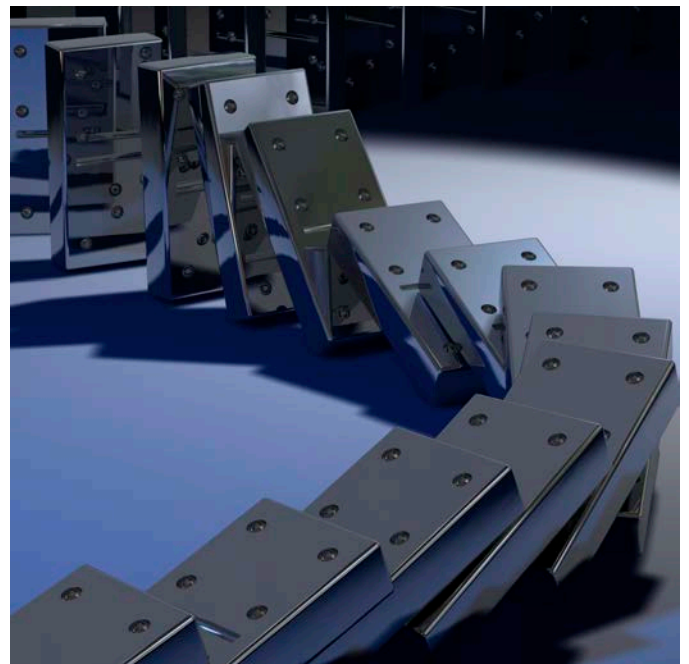
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## Maintaining an effective Business Continuity Program

All organisation should have some form of Business Continuity Management (BCM) in place. This generally involves the following stages:

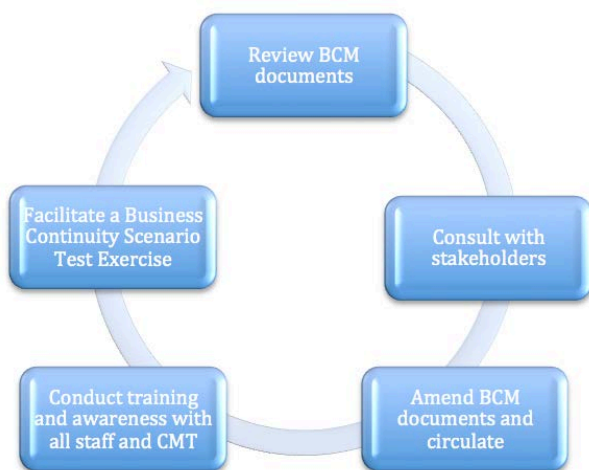
- **Business Impact Analysis** – Identifying key processes and critical functions relating to the delivery of products or services need to be identified, generally via a workshop process involving key stakeholders.
- **Assess the risks** – A risk assessment is then undertaken on the critical functions to identify, in view of the existing controls the organisation has in place (e.g. work-arounds, redundant plant etc.), which of these present the greatest risk to the organisation.
- **Develop a Business Continuity Framework and Plans** – A Business Continuity Framework should be developed outlining the organisation's approach to managing business disruption events. This framework is supported by Business Continuity Plans, utilising the data from the Business Impact Analysis to document the processes required to ensure critical functions can be resumed promptly after a disruption event.
- **Training** – Training should then be conducted to ensure all staff and especially key stakeholders (e.g. The Crisis Management Team) are aware of their roles and responsibilities and have the resources required.



- **Testing** – In order to determine the level of understanding and preparedness of the implemented BCM Program, a testing exercise of the Business Continuity Plan should be conducted with a selection of key personnel using a simulation-based test of the operation of the BCP, using a plausible scenario.

These steps will ensure Business Continuity is successfully embedded within an organisation.

Many organisations then fail to ensure that these BCM arrangements are effectively maintained. In order to ensure that the BCM arrangements remain up to date and relevant to the organisation, a planned approach to the review should be taken. This should involve considering any changes and potential new risks and ensuring that staff are made aware of its requirements on a planned basis. To this extent it is advisable to develop a review cycle as part of the Business Continuity Framework to ensure that Business Continuity arrangements are reviewed, assessed, amended where applicable, communicated and trained.



For assistance with developing, implementing, maintaining or training relating to Business Continuity Management programs please [contact QRMC](#) for more information.

## The Link between Enterprise-Wide Risk Management & Organisational Performance

While the discipline of risk management has certainly become widely accepted as good business practice across the public and private sectors, it is unfortunately still commonplace for Boards and managers to consider it as a compliance requirement rather than as a beneficial practice for improving performance outcomes.

The compliance approach to risk management can result in a focus being placed only on operational areas that have clear regulatory impacts. For example, an organisation frequently will have a safety risk register, which recognises potential impacts from failing to properly address risks to worker health and safety, while failing to systematically identify and address risks to other objectives of the organisation e.g. strategic direction.

The result of this approach is usually that risk management principles are embedded in some areas of the organisation but not others, and that there are differences across the organisation relating to risk appetite, risk management processes, risk reporting requirements etc., depending on the organisational area and their regulatory obligations.



Breaking down this silo-based approach can enhance organisational performance in several ways:

- Firstly, the overheads of maintaining a risk management program can be reduced by eliminating duplication across the organisation and centralising some systems and functions.
- Secondly, management decision-making for the best outcome of the whole organisation is facilitated by use of consistent risk management terminology, methodology and reporting across the organisation (i.e. being able to compare apples to apples).
- Thirdly, ensuring that risk management is consistently and uniformly implemented across the organisation enhances the ability to identify and control all risks to the organisation's objectives, versus isolated pockets of risk, and means that the organisation can better respond to and learn from risk incidents when they occur.

For further advice regarding implementing Enterprise Risk Management, refer to [earlier Insight editions](#) 13, 29 and 49.

## Creating Mentally Healthy Workplaces

Mental ill health in workers can have an enormous impact on the individual, their colleagues and customers, and the performance of the organisation, especially due to absenteeism and reduced worker productivity.

In recent years, the effects of unchecked bullying and similar poor workplace practices on mental health have been brought to wider public attention, with the media spotlight trained on tragic cases in which managers have failed woefully to protect workers' mental health and safety.

However, less obvious issues relating to workplace culture and design can also have an impact on the mental health of the workforce.

Some of the factors that can be considered in an organisation in order to improve workplace culture and the management of mental health include:

- **Job Design** – risk to mental health is increased when workers feel they have no control over their job. Organisations should look at mechanisms to increase employee participation in decision-making about how work tasks are to be done and provide flexibility in working hours when possible.

**Maximise organisational resilience** – develop and implement systems that ensure the organisation is well placed to protect worker mental health. Provide training to ensure that ensuring senior management understand and are committed to identifying mental health and psychological safety issues. Implement





anti-bullying policies. Develop team-based activities designed to boost morale. Be sensitive to increased worker stress during times of change management and try to ensure that worker perceptions of fairness and justice in the workplace are given consideration when making and communicating management decisions.

- **Maximise individual resilience** – ensure that workers have received (and understood) the appropriate training to enable them to perform

required tasks, support this with coaching and mentoring, deliver stress management training, and develop workplace-based physical activity programs in the workplace. Implement a formal Employee Assistance Program.

- **Encourage communication** – provide channels for non-judgemental reporting of concerns and undertake regular wellbeing checks especially for those in high-stress occupations.
- **Provide support** – ensure that appropriate return-to-work programs and support from properly trained supervisors are available for workers who have suffered from a mental illness absence from work.
- **Reduce stigma** – run mental health first aid programs and opening discuss management concern for mental wellbeing as mechanisms to reduce stigma and encourage early communication of problems.

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

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