

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:

- Identifying Indicators of Mental Health & Wellbeing issues
- Transitioning to ISO9001:2015
- Tips for Successful Crisis Management

Identifying Indicators of Mental Health & Wellbeing issues

Mental Health is an emerging WHS risk that has the potential to adversely impact organisations within any industry. With an average compensation payment \$23,600 and almost 15 weeks in time off per claim*, mental health represents a WHS risk that no organisation can afford to ignore.

[* SafeWork Australia *Work-related Mental Disorders Profile 2015*]

As workers' mental health and wellbeing is a deeply personal issue, it is vitally important, to ensure that discussions are undertaken confidentially and sensitively, and that any potential 'proactive measures' are discreet, respectful of the worker and sensitive to their requirements.

Organisational indicators can often assist to identify a worker's (or group of workers) mental health and wellbeing issues, and this provides the opportunity to proactively manage these issues before they become LTIs or compensation claims.

It is recommended that WHS professionals work in partnership with HR and other on-site personnel to identify problem areas and early indicators of issues. By utilising internal resources, and looking at organisational



indicators such as those set out below, the WHS Professional may gain insights into the mental health and wellbeing of individuals, specific teams and the organisation in general.

The organisational indicators may come from a variety of sections within a business, for example:

- HR and Payroll can assist with identifying any increases in unplanned absenteeism or punctuality issues across the organisation;
- HR can also assist by providing information about any breaches of the Code of Conduct, as this may

provide insights into a worker's declining state of mental health and wellbeing;

- Management can provide details of any Procedural breaches;
- Operations and QA can provide insights into unexplained declines in the level of overall productivity or quality; and
- Supervisors and Managers may notice or report changes or inconsistencies in relation to a worker's standard of work, such as 'obsessive' like behaviour with certain parts of the job role and complete disinterest in other parts, as this may be an indicator of an emerging mental health issue.

Employee Assistance Program (EAP) usage rates can also provide some insights. While the specifics of who is accessing the EAP should remain confidential, any increases in the number of personnel accessing the program's counselling service can indicate an increase in the overall stress levels within the organisation.

It may also be worthwhile to monitor these indicators during periods of heightened stress such as peak periods, during an organisational restructure, or the appointment of new manager, and to proactively implement strategies to mitigate the organisation stress.

The development and implementation of a Health and Wellbeing Plan may also assist in managing Mental Health risks. Such a plan may include:

- Establishing external partnerships to deliver corporate wellness activities;
- Consultation with staff to identify issues, parameters and staff needs in relation to health and wellbeing;
- Delivering Health Information through targeted communication and marketing campaigns;
- Developing Physical Wellbeing and Employee Recognition programs; and

- Implementing activities to improve the management of personal finances.

QRMC can assist with the integration of Mental Health and Wellbeing issues within an organisation's risk profiling processes, and with incorporating the criteria for early indicators within the organisation's structured management interactions and systems audits.

Please [contact QRMC](#) if we can be of assistance to your organisation.

Transitioning to ISO9001:2015

Since the updated version of the long-used international standard for Quality Management Systems was released late last year, many organisations have been uncertain about the impact on their business, their quality management processes, and third-party certification. What needs to be done? How do we go about it? QRMC provides some guidance here.



Organisations with current ISO 9001 certification have up to 3 years from release of the ISO 9001:2015 *Quality Management Systems* standard in which to transition their existing certification. As the standard was

published on 23 September 2015, any organisation with a current certificate has until September 2018 to transition.

Whilst there are no specific requirements for transitioning, the most efficient way will be to transition prior to a recertification process. Typically an ISO 9001 certificate is issued for three years after an initial full certification audit by a Conformity Assessment Body. Interim surveillance audits are then conducted by the Conformity Assessment Body either annually or every six months. These are not full system audits but focus on key elements of the Quality Management System. At the end of the 3-year cycle, a full re-certification audit is then conducted and a new certificate issued. Depending on where an organisation is within that 3-year cycle, management can determine the best timing for transition to the ISO9001:2015.

The transition process will vary depending on the nature of the business and the complexity of the Quality Management System (QMS), however the diagram below provides an overview to transitioning to the new standard.

Whilst there is a three-year transition period to migrate the requirements of the current Quality Management Systems to the new version of the Standard, the revisions are designed to improve business performance and so it would benefit organisations to start the transition process early. And don't forget (if your organisation is third-party certified) to maintain compliance with your ISO 9001:2008 certification requirements whilst transitioning to the 2015 Standard.

Please [contact QRMC](#) for more information or assistance to transition your organisation.

Tips for Successful Crisis Management

By its very nature a business crisis gives rise to stress and confusion, with very little time for consideration, uncertain information and unpredictable outcomes as the situation evolves. If managed poorly, such a situation can result in damage to the organisation's reputation and financial bottom line. However, if some planning and preparation is undertaken to safeguard the organisation from these risks, the chance of mitigating these poor outcomes is improved.



- 1 •Map the existing QMS to the requirements of ISO 9001:2015 and identify gaps which need to be addressed.
- 2 •Develop a transition plan, including consultation and documentation requirements to ensure the organisation is able to meet the new requirements.
- 3 •Update the existing QMS documentation to meet the new requirements and provide evidence of effectiveness.
- 4 •Communicate changes to the QMS and train staff and other key stakeholders in the new requirements.
- 5 •Conduct an internal audit and management review to verify the new arrangements.
- 6 •Liaise with the Certification Body for transition arrangements. (This may be done earlier in the process where possible.)

It's rarely possible to exert sufficient influence over all internal and external factors to prevent or fully control a business crisis, however good planning and strong communication protocols will allow the organisation to react quickly and appropriately in managing the situation. The following tips can assist in planning and preparing for possible business crises:

1. **Develop strong communications protocols** – ensure contact details are identified and documented for all relevant (internal and external) stakeholders, and that good relationships are maintained with personnel (including backup personnel) designated to undertake the various critical and non-critical communication tasks during a crisis.
2. **Identify potential risks** – regularly undertake formal risk management processes to identify any potential risks to the organisation that could become the source of business crises, and take steps to mitigate these.
3. **Establish a crisis team** – and appoint alternates as well. Train and rehearse these people, and ensure everyone in the organisation knows who is responsible for what during a crisis.
4. **Designate spokespeople** – and provide them with training in handling crises and dealing with the media.
5. **Put a plan in place** – including key contact details, required response processes, responsibilities, media lists, template media releases, etc.
6. **Prioritise proactive communication** – recognise the importance of regularly updating both internal and external stakeholders throughout a crisis, as this assists to control the situation and maximise confidence and cooperation.
7. **Be truthful** – when information is not available or insufficiently clear, avoid providing what may later be identified as wrong information, but instead indicate what's being done to find the answers and when they are expected.
8. **Provide clarification** – quickly correct and clarify any circulating information which you know to be wrong.
9. **Manage social media channels** – the first place most stakeholders will look for information is online, so ensure resources are in place to respond swiftly, accurately and reassuringly to issues being raised via these channels.
10. **Consider reputation restoration strategies** – give thought to how the organisation's reputation might be rebuilt after a crisis, including communication of the source of the problem, prevention strategies, etc.

Suffering a business crisis will usually be a challenging time for any organisation, however with some planning and preparation including the above tips, the organisation can have more confidence that they will successfully weather the storm.

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

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