



# HR Risk Management:

Prioritising and Managing People Risks for Improved Performance

April 2018 | Prepared by Joanne Eggleston

**WORKING TOGETHER**

# Overview

- Introduction
- Growth in the field of managing risk including “people risks”
- Perceived risks in WA Local Government
- Types of “people risks”
- Collecting information about people related governance, risk and compliance issues
- Working together with leaders to tackle people risks: HR and Health & Wellbeing services

# Growth in the field of managing risk

- Against a backdrop of uneven and uncertain economic recovery, the worldwide economic recession has led to a renewed focus on managing risk.

Butler (2010 ) The downside of recovery: The new business risk landscape in 2010. Management Today 28(2) 60-62.

- “Managing risk in the HR area has become an increasingly important issue for global executives.”

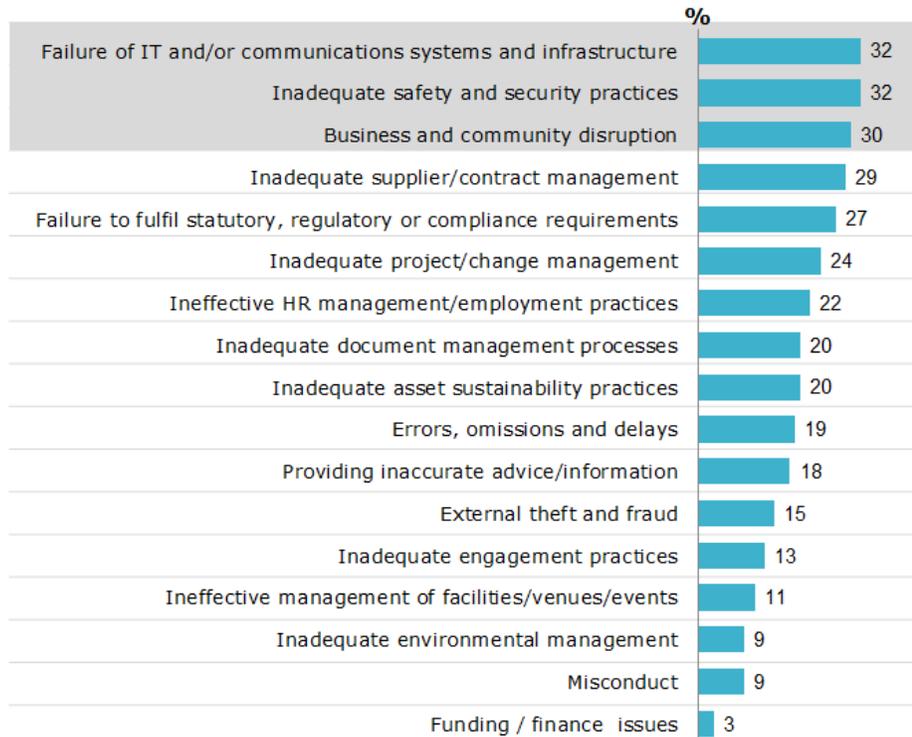
Christopher Lipski HR Risk Management Service Line Leader, Ernest and Young 2009 Business Risk Report

- “The appointment of risk managers also had its downside because it has meant that senior managers saw managing risk as a separate organisational function that risk managers controlled.”

Meyer, Roodt, and Robbins (2011) Human resource risk management: Governing people risks for improved performance. SA Journal of Human Resource Management 9(1) 12 pages.

# What risks in WA Local Government?

Greatest risks for members



The perceived **greatest risks for members** are vast with around a third considering the failure of **IT/communications** systems, inadequate **safety and security** practices and business, and **business and community disruption** coming out as the top three threats.

SOURCE: H1. What do you consider to be the greatest risks for your organisation?  
Base: All respondents (n=241)

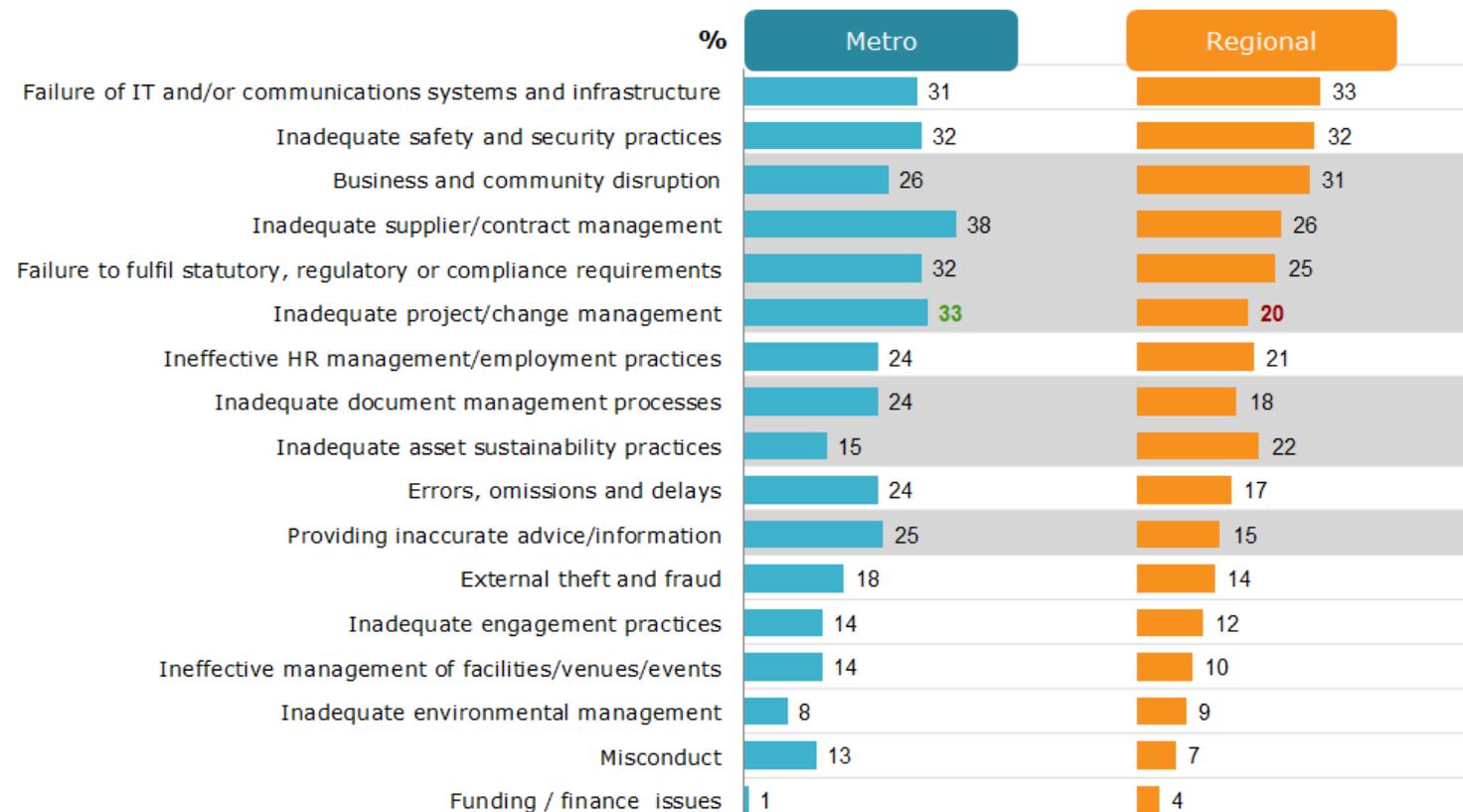


Corporate Reputation Survey

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There were some key differences depending on the members location...  
 Members located in metropolitan locations were significantly more concerned with the risk of inadequate project/ change management.



SOURCE: H1. What do you consider to be the greatest risks for your organisation?  
 Base: All respondents (n=241); Metro (n=72); Regional (n=169)



Corporate Reputation Survey

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# Through the people lens - activity



# Types of people risks



- Safety risks: accidents, injuries and deaths
- Skills shortages
- Diversity challenges
- Physical and mental health risks
- Psychosocial factors: stress, bullying and harassment
- Alcohol and other drugs
- Industrial disputes
- Employee disengagement
- Employee retention
- Absenteeism
- Information security
- Sabotage
- Others

# One hot topic: Impact of mental health issues on the workplace

- Mental health concerns account for the longest absences from work, even when compared with physical injuries.

- Australian Bureau of Statistics, *Social Trends*, 2011

- Employees experiencing mental health conditions in the workplace are costing Australian businesses almost \$11 billion per year.

- Pricewaterhouse Coopers,

*Creating a Mentally Healthy Workplace: Return on Investment Analysis*, 2014

# Other hot topics

- Ageing workforce
- Violence impacting on the workplace
  - Domestic violence
  - Dealing with difficult/aggressive people in public facing roles

# LGIS – tailored self insurance and risk management services



HR Risks



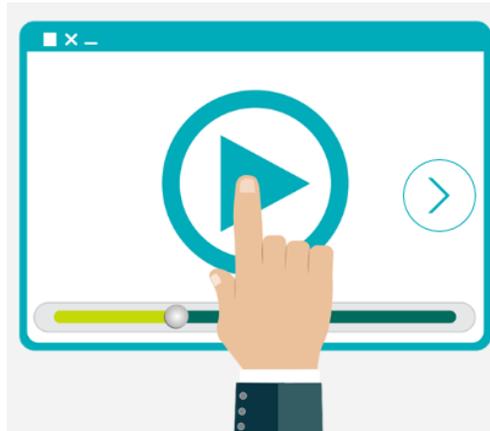
Health and wellbeing



Occupational Safety  
and Health



Injury management

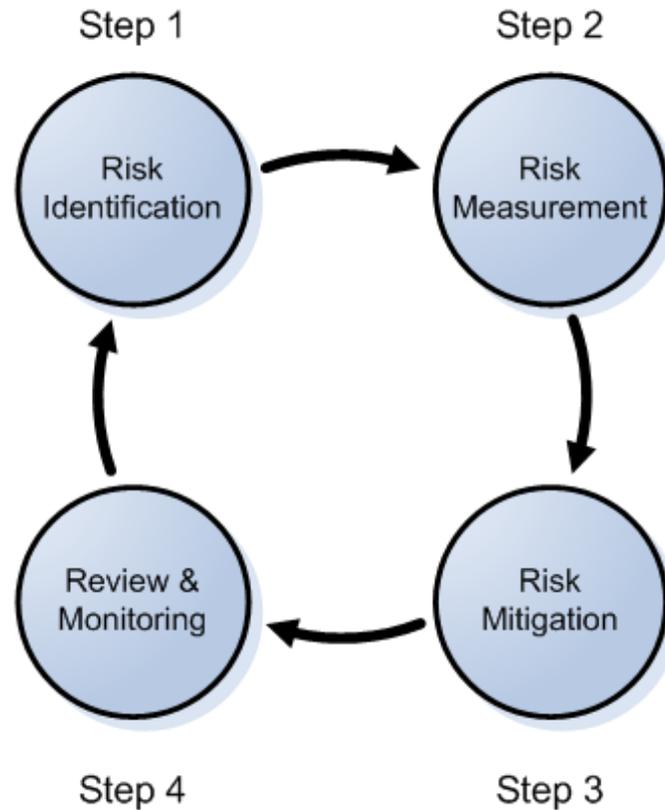


# Sample risk assessment

<i>Likelihood of injury or harm to health</i>	<i>Consequences of any injury or harm to health</i>			
	<i>Insignificant</i>	<i>Moderate</i>	<i>Major</i>	<i>Catastrophic</i>
<i>Very Likely</i>	<i>High</i>	<i>Extreme</i>	<i>Extreme</i>	<i>Extreme</i>
<i>Likely</i>	<i>Moderate</i>	<i>High</i>	<i>Extreme</i>	<i>Extreme</i>
<i>Moderate</i>	<i>Low</i>	<i>High</i>	<i>Extreme</i>	<i>Extreme</i>
<i>Unlikely</i>	<i>Low</i>	<i>Moderate</i>	<i>High</i>	<i>Extreme</i>
<i>High Unlikely (rare)</i>	<i>Low</i>	<i>Moderate</i>	<i>High</i>	<i>High</i>

# Prevention and management of people risks

## Simple risk management approach



# Workplace risk factors





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**Leaders, get better to make a difference!**





# Helping leaders tackle HR risks

## *WORKING TOGETHER*

Designing, consulting and providing tailored HR assessment and development services for leaders, managers and staff, including:

Bullying & Harassment/Workplace Behaviours	Advice on performance/behavioural workplace issues
Mediation	HR Needs Analysis
Employee Engagement Surveys	Workplace Stress Audits
Phasing into Retirement	Mindfulness/ Self - management
Change Management	Team Building
Mental Health/Resilience	Stress Management
Counselling	Fitness for work
Policies and Procedures Review	Leadership Development

# Improving health and wellbeing

## *WORKING TOGETHER*

Support and advice to assist you to develop workforce health and wellbeing plans and programs including:

Health assessments

Skin cancer screening

Hearing testing

Exercise/fitness programs

Healthy life style programs

Mindfulness and resilience tool

Corporate massage

Flu vaccinations

Health seminars

Online health portal



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Comments?

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for your time



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