人力資源 風險管理
Risk Management in Human Resources

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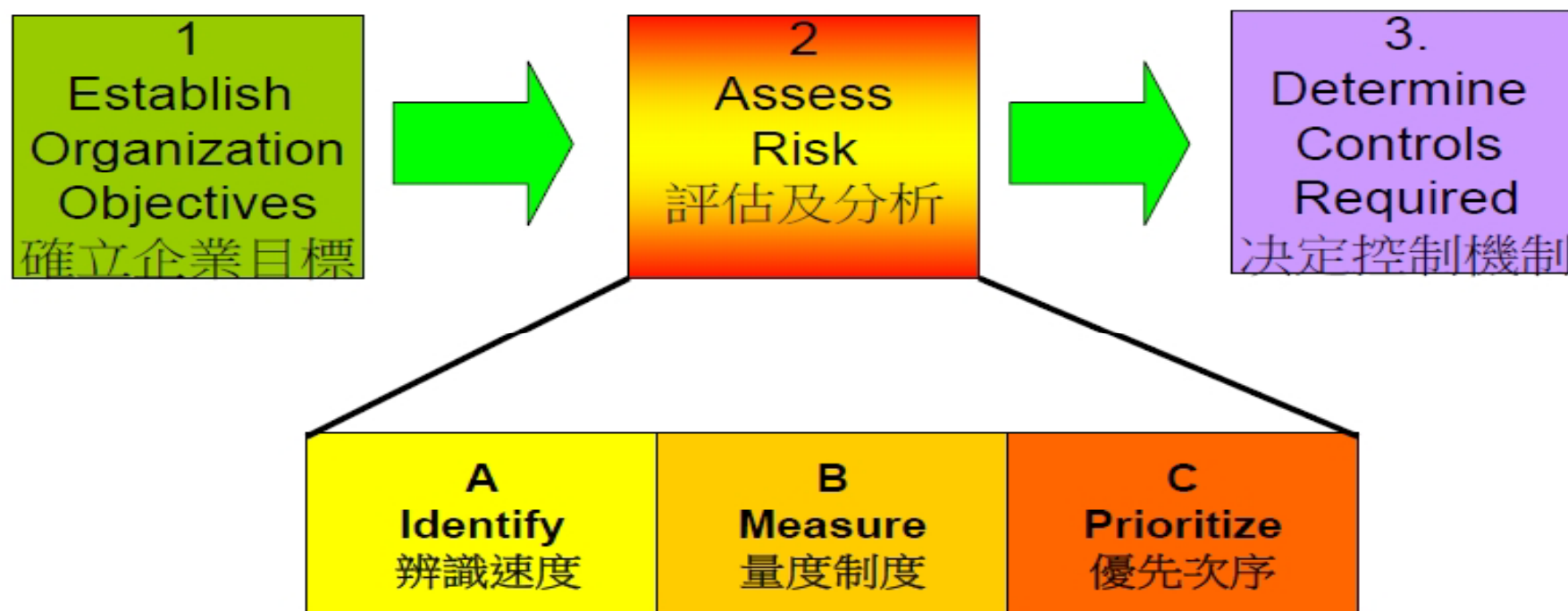Global Alliance
中小企國際聯盟

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中小型企業面臨的挑戰 Challenges

- 資金來資積累
  Capital
- 資源短缺
  Resource and Support
- 人力資源及信息
  Human Resources
- 組織架構
  Organizational Structure
- 人材培育及發展
  Learning & Development
- 企業根基及發展
  Organization Development
- 產品服務設計
  Brand / Design

- 創新科技資訊研究
  Technology & Innovation
- 信貸保證
  Credit Guarantee
- 市場推廣
  Markets
- 商標權與設計
  Ownership and Registration
- 行政及管理
  Management and Administration
- 核心競爭能力
  Competitive advantage
- 戰略定位
  Strategic Positioning

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風險評估 RM Analysis

1 Establish Organization Objectives 確立企業目標	→	2 Assess Risk 評估及分析	→	3. Determine Controls Required 決定控制機制

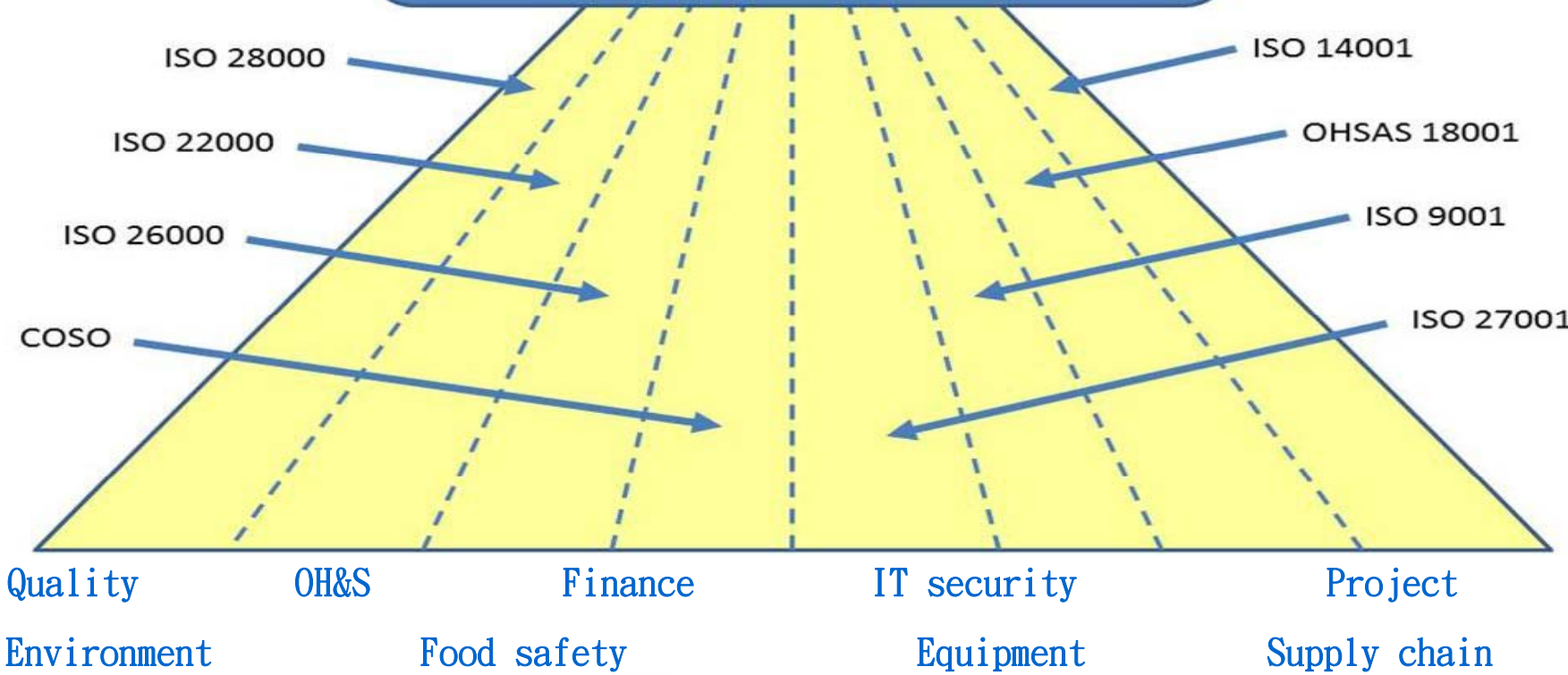| A Identify 辨識速度	B Measure 量度制度	C Prioritize 優先次序

危机管理... 成功商業風險管理

- **危机管理**
  Crisis Management
- **緊急應變管理**
  Emergency / Contingency Management
- **商貿廷續**
  Business Continuity Management
- **災難復修管理**
  Disaster Recovery Management

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Why should I choose ISO 31000?

Chose this standard if you typically don't have a certification requirement but you wish to raise and bring an organizational culture of 'risk' across all areas all functions

Most organizations applying ISO 31000 has inherent reason to bring culture of risk in their business life cycle

PEOPLE
Can be classified in three types

Type ONE	Type TWO	Type THREE
Few Who make things happen	**Many** Who watch things happen	**Overwhelming majority** Who have no idea what has happened

It is these 3 types of people helping us to run the business

The different combination of these brings different results

Common Problems

Goals not met/ assignment not accomplished	High and increasing operating costs
High sales/ low margin	Cash flow and fund for investment
Lots of meetings but nothing much seems get done	Poor customer relationship
High HR turnover/ No commitment/ no sense of belonging	Losing competitive edges
Issues on security and safety of employees, customers…	Bad debts and financial risks
Legal risks	And many others

Management is Active Art Director

Pro-Active and Not Re-Active

First is people

- Finding the right combination of people to run our business
- Get the decisive factor right

How do we start

- On top of many business tools, risk management,
- Including security and facility management, is the one we cannot possibly do without

Risk and Crisis management

- The preventive measures be planned and activated well in advance
- The key objectives are to reduce impact and achieve quick recovery in case of crisis

ERM Benefits

- Understand the interdependence of risk and potential domino effects

- Understand the nature of certain risks and their impact and improve business plan execution

- Understand the level of risk exposure

- Align everyone with the same objective at such that everyone becomes a risk manager

- Set priorities and deploy resources to overcome enterprise risks

- Control risks and gauge the effectiveness of an enterprise's actions

- Develop sustainable capability and increased confidence in an enterprise's ability to executive its business strategy

- Provide reasonable assurance that all robust and reliable.

- Determine the extent to which organization goals are attainable

HR Policy

- First priority to attract and retain GOOD people

- Attractive rewards (not money only)

- Management by objectives (goal oriented)

- Create Team Work Spirit/ sense of belonging

- Career development for potentials

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Risk **Areas**

- Regulatory compliance

- Business Ethics

- Talent Management and succession planning

- Pay and performance alignment

- Employee training and development

The future success of any organizations

- relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives and views to their work.

- an organization can respond to business opportunities more rapidly and creatively

- More importantly, if the organizational environment does not support diversity broadly, one risks **losing talent to competitors**

- HR Manager needs to change from an ethnocentric view ("our way is the best way") to a culturally relative perspective ("let's take the best of a variety of ways").

Control and Measure Results-

- A HR Manager must conduct regular organizational assessments on issues like pay, benefits, work environment, management and promotional opportunities to assess the progress over the long term

- There is also a need to develop appropriate measuring tools to measure the impact of diversity initiatives at the organization through organization-wide feedback surveys and other methods

ATV亞視, 22 Jan 2015, Yahoo/HKET TOPick

- 勞工處不時聯絡亞視，解決欠薪問題。

- 亞視目前仍拖欠員工**12**月份工資，勞工及福利局局長張建宗表示，亞洲欠薪情況並不理想，局方會依法辦事。

- 另外，張建宗表示，有亞視員工因爲被拖欠薪金超過一個月，變相被解僱，勞工處已把有關個案轉介勞資審裁處，下月初會進入聆訊階段。

- 有報道指，有員工指有亞視管理層游說員工向大股東黃炳均的公司簽下借據，以獲得等同**12**月薪金的支票，但若離職便需立即歸還，令員工變相欠債。亞視員工變債仔。

Identify and evaluate the risks unique to their own organization

HR Activity	Potential Risk	Potential considerations
Compensation and benefits	Financial abuse Legal risks	Who has signing authority ? How many signatures are required? Are there checks and balances? Salary payment on time?
Hiring	•Discriminatory practices •Hiring unsuitable or unsafe •Candidates "Wrongful" hiring	Was a complete screening completed on potential applicants? Were provincial hum an rights law s observed? Is there a set probationary period? Were promises made to the candidate that cannot be honored? Did the employee sign off on the policies and contract of employment before being hired?

Identify and evaluate the risks unique to their own organization

Exiting employee	•Property •Reputation in the community •Compensation	Do we retrieve organizational information and equipment that a dismissed employee used (especially from home)? Do we ensure that all access codes, passwords, etc are de-activated?
?		Do we conduct an exit interview ? Do we record lieu time and vacation balances?

There is a connection between risk management and liability

Executive Information Systems

- track the essential data of a business' daily performance via cloud computing...

- present it to managers as an aid to their planning and decision-making

- track inventory, sales, and receivables, compare today's data with historical patterns.

- spotting significant variations from "normal" trends almost as soon as it develops, giving the company the maximum amount of time to make decisions and implement required changes to put your business back on the right track

- the basis of decision-making in an organization, there lies a great need for effective managerial control

- ensure the communication of the right information at the right time and relayed to the right people to take prompt actions.

ERM and PIA ISO Designation & Award

Designations to the society:

- Certified Professional Enterprise Risk Manager (CPERM) of ISO 31000
- Certified Professional Impact Assessor (CPIA) of ISO 29100