PUR

Improving performance in emergency and crisis management

…und warum die weichen Faktoren wiedermal matchentscheidend sind.

Implementierung der HRO-Methodik in ISO 31000:2018

English Version

Abstract:

Position paper Scientific paper on the maturity of organisations in dealing with AI Decisions and misbehaviour in the context of external cyber-attacks. This paper is intended to serve as the basis of information for a challenging consciousness-psychological observation, which describes causal meanings with the development of a high-risk technology and is in conjunction with ISO standards.

Academic paper in discussion for Decision Intelligence for Influences companies' executives' leadership management of to improve their risk management decision acting for their company interests.

Content:

Crisis communication can and must become professional in order to prevent further damage to companies. Specialists from the KRITIS Communication department focused on this and described a permanent organisation that describes and continuously adapts its internal and external security. The focus is on awareness and the adherence process.

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end

1. Strategic actions

•   **Risk assessment and management:**

o   Carry out regular and comprehensive risk assessments to identify potential threats and vulnerabilities.

o   Implementation of a robust risk management process in accordance with ISO 31000:2018 to systematically identify, assess and manage risks.

•   **crisis management plan:**

o   Develop and regularly update a comprehensive crisis management plan defining clear roles, responsibilities and processes.

o   Performing regular crisis simulations and exercises to test plans and prepare staff for an emergency.

2. Organisational measures

•   **Communication:**

o   Implement an efficient communication system to ensure that information is disseminated quickly and accurately to all relevant stakeholders.

o   training staff in crisis communication techniques to avoid misunderstandings and panic.

•   Leadership and decision-making:

o   establishing a clear governance framework that enables quick and informed decisions.

o   Fostering an open and flexible leadership culture based on teamwork and collective intelligence.

•   **Employee training and commitment:**

o   Regular training and training for all staff in emergency response, first aid and specific crisis response.

o   Fostering a culture of vigilance and engagement that encourages all employees to report potential risks and suggest improvements.

3. Technological measures

•   **Use of technology:**

o   Implementation of technology platforms for real-time monitoring, analysis and communication.

o   Use AI and data analytics to predict crisis situations and support decision-making.

•   Redundancy and Resilience:

o   Ensure redundancy in critical systems and processes to minimise downtime.

o   Building resilient IT infrastructures that remain functional even under extreme conditions.

Why the soft factors are decisive for the match

"Soft factors" such as leadership culture, communication and employee motivation are often decisive for the success of crisis management for the following reasons:

- **People-centred resilience:**

  - Crisises are ultimately managed by people. A resilient and committed workforce is better able to respond to unforeseen circumstances.

rust and co-operation:

o   A strong corporate culture fosters trust and collaboration, which is crucial in times of crisis to act quickly and effectively.

- **Flexibility and adaptability:**

o   Organisations that promote a culture of learning and adaptability are better able to respond to rapidly changing situations.

Implementation of the HRO methodology in ISO 31000:2018

High Reliability Organisations (HROs) are organisations that function exceptionally reliably despite complex and risky working conditions. Integrating HRO principles into the ISO 31000:2018 Risk Management Directive can significantly improve the crisis management capabilities of companies. (Saul, et. al. 2023)

HRO principles

1.   Caution and sensitivity towards operations:

o   constant attention and vigilance towards daily operations and processes.

2.   Reluctance to Simplify:

o   Avoid simplifying complex problems and recognise the complexity of risks.

3.   Preoccupation with failure:

o   Focus on error avoidance and continuous monitoring of vulnerabilities.

4.   Commitment to Resilience:

o   Developing skills to react quickly to and recover from unexpected events.

5.   Deference to Expertise:

o   promoting decision-making by those with the best knowledge and experience, irrespective of their hierarchical level.

Integration into ISO 31000:2018

- Risk assessment and monitoring:

o   Implementation of HRO principles in continuous risk assessment and monitoring according to ISO 31000.

o   Use detailed and comprehensive risk assessments that take into account the complexity and complexity of the organisation.

• **Culture of vigilance and flexibility:**

o   developing a corporate culture that promotes continuous vigilance and a proactive approach to risk.

o   training and programmes to promote adaptability and resilience in crisis situations.

• **Strengthening decision-making:**

o   Establishment of structures that enable expert knowledge to be used quickly and effectively in crisis situations.

o   promote decentralised decision-making based on expertise rather than hierarchy.

Conclusion

Emergency and crisis management capacity can be significantly enhanced by a holistic approach that takes into account both hard and soft factors. Implementing the HRO methodology within the framework of ISO 31000:2018 can contribute to creating a resilient and responsive organisation that is able to respond effectively to crises and recover from them quickly.
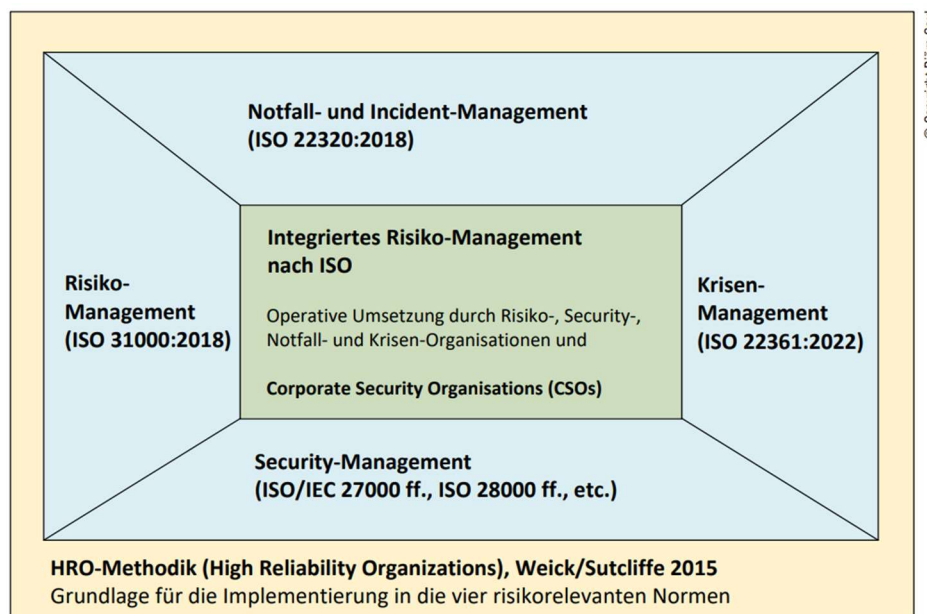
Tab. 01 HRO-Methode and relevant ISO-Norm for an overall Riskmanagement.

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The 5 HRO principles

1. Focus on deviations

2. Opposition to simplification

3. Sensitivity to operational processes

4. Striving for Resilience

5. Respect for experts

HRO Maturity Model The implementation of the HRO approach in the risk-relevant ISO standards is based on an HRO Maturity Model. The focus is on the key HRO requirements, e.g. the five principles of the HRO methodology as well as key concepts such as "mindfulness" (mindfulness, as objective observation skills as possible).

The results showed that the HRO competences have very different levels of performance. Therefore, it makes sense to teach these competences in practice depending on the specific company and its specific tasks. The developed HRO Maturity Model has a multiple function:

It can be used as an analytical tool for determining the location of the company, but also for defining HRO objectives to be achieved. HRO is thus tailored, as is also the case with risk management (ISO 31000: 2018, Principle 4.e). This makes it possible for companies and organisations to "get ahead of the situation" in emergency and crisis management, e.g. by means of adaptive actions to prevent damage in advance. (Saul, Kuhn, Zipper et. al. 2023)

Quelle:
Sahesch-Pur, Autor des Artikels, Zitate, Masterarbeit ZHAW

Thank you very much.
Mr Ludwig Sadredin Sahesch-Pur
Nussbaumen (AG), June 2024

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