



Cunnart Associates Enterprise Risk Management

November, 2006

Volume 1, Number 3

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- Enterprise Risk Management – conclusion

In this last newsletter of 2006 to all our friends and colleagues we extend our best wishes for a wonderful holiday season and a healthy, happy and safe 2007!

Risk management is an essential tool for decision makers. By weighing the risks and opportunities of a prospective project you can choose the methods that are most likely to result in success. And isn't that what we all want?

Enterprise Risk Management - Summing it up

In the last two issues ERM was presented as a proactive, corporate-wide method that expands the use of risk management concepts from the operating unit to the corporation as a whole.

To avoid being seen as the latest (temporary) management initiative repeated use over an extended period is the only way to establish it in corporate culture.

Ultimately, a ERM program provides the organization with a process and structure of:

1. aligning all of the organizations diverse operations ,
2. collectively building a foundation of best practices,
3. developing accountability and transparency of risks at all levels in the corporation, and
4. ensuring risk control is leveraged to achieve corporate objectives.

Managing Volunteer Human Resources

Organizations who consistently rate highly in product and service delivery surveys typically are well-run. They pay close attention to ensuring their workers deliver quality goods and customer service. One way they do this is to ensure every worker knows their role and its importance as a member of the overall team. The difficulty arises when the worker is a volunteer. Managers and supervisors are uncomfortable when asked to reprimand a worker who performs a service of their own free will. This awkwardness can be overcome by realizing that avoiding a problem will only make it worse. Continuing to allow problems created by individual volunteers always affects others who feel that 'someone is getting away with something'. Take action promptly when the following type of situations arise:

- ✓ routine failure to arrive on time or to leave early
- ✓ ignoring health and safety requirements
- ✓ use of alcohol or other substances that affects the safety of themselves, other and affects their work
- ✓ breach of confidentiality

Forward to a friend!

Other Seminar Topics
available at:
www.cunnart.com

Cunnart Associates

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*Risk Management
Specialists*

- ✓ theft or corporate assets or misuse of corporate property

Often the way organizations deal with inappropriate volunteer behaviour is dictated by the size of the group. Larger organizations usually have larger, more structured processes. In general, there are at least 3 steps with each subsequent one becoming more likely to terminate the volunteer relationship.

1. **Informal:** A discussion with the volunteer occurs, often with a third person present. A time frame for change is agreed upon and the meeting is documented and the record kept in the volunteer's file.
2. **Written Notice:** Another meeting is held when the volunteer's performance has not sufficiently improved. Again at least one witness is present and written documentation is provided to the volunteer describing the needed change(s) and the time frame for change. At this point, it is unlikely that the relationship will survive. This meeting is also documented and recorded in the volunteer's file.
3. **Dismissal:** At the end of the period decided upon in the second meeting, the volunteer will be terminated if appropriate improvements have not been demonstrated.
4. **Optional Appeal Process:** When a volunteer is seriously committed to the organization's work he/she may want to appeal the termination. Decide in advance under what circumstances volunteers will be allowed to appeal, if there is a deadline for appeals and how you see the appeal process working. It is always best to allow the volunteer to bring moral support if with them if they choose and to respond to their appeal within a specified period of time (e.g. 10 days or 2 weeks) to allow closure to happen quickly.

How can you avoid reprimanding volunteers?

Take volunteer recruitment seriously! Develop clear job descriptions, appropriate screening processes, adequate training programs and make supervisors accountable for promptly reporting both good and bad work habits. Volunteers are important resources – and they deserve to be managed as such.

Special Events are Special Risks

I am pleased to announce the release of my latest book: *Special Events are Special Risks*. This is a fantastic risk management resource for venue owners and event operators. Only \$30. + shipping & handling. Order before December 15, 2006 to receive a 10% discount. To order email cunnartassociates@sympatico.ca

TOPICS INCLUDE:

- Event Operations and Planning
- Emergency Planning
- Event Security
- Alcohol-related Risks
- Traffic & Parking Control
- Crowd Control
- Patron Accessibility, and much more!

