



Operational Risk Profiling: building deep engagement and collaboration

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Operational risk is the type of risk that will disrupt normal everyday work activities and that is inherent to the people, work environment, processes, equipment, and performance outcomes that deliver the main objectives of an organization. The primary goal of good operational risk management is to build process reliability and operational resilience. Seen through the lens of operational risk management, safe and healthy people and workplaces is an outcome of operational excellence.

The tool and methodology for operational risk profiling we have developed using action research methods, is essentially a deliberate and proactive exploration of work environments and teams of workers (workgroups), to understand and appreciate the workgroup's risks at an operational level, its capacity to manage these risks, and the appropriateness and effectiveness of organizational level systems and support.

When done at the level of the workgroup, in collaboration with worker representatives and team leaders, and in a spirit of humility and curiosity, I have seen that it can be a powerful way of building genuine worker engagement and participation. I have authored an article on operational risk profiling (Safeguard, March/April 2024, p48-49) as well as an academic paper outlining the research methodology we used to develop an operational risk profiling tool and process (NZJHSP, 1st Ed. 2024).

This approach is of interest to senior leaders and health and safety professionals who are frustrated by a lack of genuine trust and connection between operations and management, and who have lost faith in traditional HSMS, audit programs and health and safety committees. Operational risk profiling has already yielded promising results across a wide range of workplace settings, and I am keen to get more like-minded health and safety professionals excited and involved.

Biography:



Dan has been working in health and safety related roles for 20 years and is committed to making workplaces better and advancing the health and safety profession. He was admitted as a Chartered Member of IOSH in 2009 and in 2019 was voted 6th by IIRSM in their global '40 under 40' top influencers and innovators competition. Dan is currently studying for a Masters in Occupational Health and Safety at Victoria University of Wellington. He is one of the HSE Global NZ team and divides his time between on the ground consulting work and collaborating with colleagues from Australia to Alaska

and Arizona on exciting approaches to risk management, workforce engagement and capability development in the HSE space. Dan has lived in Central Hawke's Bay on a lifestyle block since 2009 where he focuses on family, the local community and uses permaculture principles to rehabilitate his little patch of Aotearoa.