CONTENTS

Acknowledgements x

Preface xi

01	Introducing employee risk management 1
	Introduction 1
	An overview 2
	Areas covered 3
	Improving legal compliance 4
	Safeguarding business reputation 7
	Enhancing HR's profile 6 Safeguarding business reputation 7 Chapter summary 8 The organizational context Introduction 11 Organizational culture 11
02	The organizational context
	Introduction 11
	Organizational culture 11.
	How culture influences risk taking 13
	Significance of the link between culture and risk taking 18
	Improving organizational culture 20
	Chapter sunction 24
03	Pre-assessment groundwork 27
	Introduction 27
	Project planning 27
	Link to other disciplines and processes 34
	Drafting the business case 37
	Trade union involvement 43
	Chapter summary 44
04	Carrying out an employee risk assessment 47
	Introduction 47
	How to carry out an employee risk assessment 47
	Introducing horizon scanning 58 Chapter summary 60
	Sampast Summary W
	Copyrighted Material

05	Recruitment 63
	Introduction 63
	Pre-recruitment 63
	Hiring policies 70
	Candidate screening 76
	Specific recruitment needs 83
	Chapter summary 88
06	Types of 'employee' and third parties 93
	Introduction 93
	Ageing workforce 93
	Remote workers 98
	Third-party threats 101
	Interns 105
	Volunteers 107
	Young people 108
	Chapter summary 110
07	Interns 105 Volunteers 107 Young people 108 Chapter summary 110 Employee health and well-being 115
	Introduction 115 Health issues 115
	Health issues 115
	Sickness absence 133
	Presenteeism 126
	Chapter summary 128
08_	Social media 133
	Introduction 133
	General problems 133
	Problems by social media channel 138
	Social media policy 145
	Chapter summary 147
09	Information security 151
	Introduction 151
	Cybercrime 151
	Bring your own devices (BYOD) 154
	Cloud computing 156
	File downloads 157

Online gambling	161	
Data protection	162	
Confidential infor	mation and 'know-how'	165
Chapter summary	167	

10 Impact of HR function 171

Introduction 171 Role of HR 171 Learning and talent development 179 Managing poor performance 183 Whistle-blowing 186 Chapter summary 189

,00K\$h0P.c0111 11 End of employment 193

Introduction 193 Unfair dismissal 193 Redundancy 205 Other concerns 212 Chapter summary 216

Avoiding common problems 223 12

Introduction 223 Project management pitfalls 223 Failing to manage change 225 Creating a risk-aware culture 228 Poor communication 229 Final thoughts 231 Chapter summary 233

Appendix 1: Project management checklist 235 Appendix 2: Business case checklist 238 Appendix 3: Employee engagement risk assessment 240 Appendix 4: Reputation risk assessment 241 Glossary 243

References 245 Further reading 249 Index 250