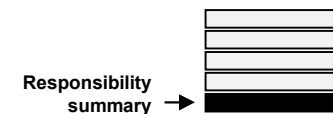



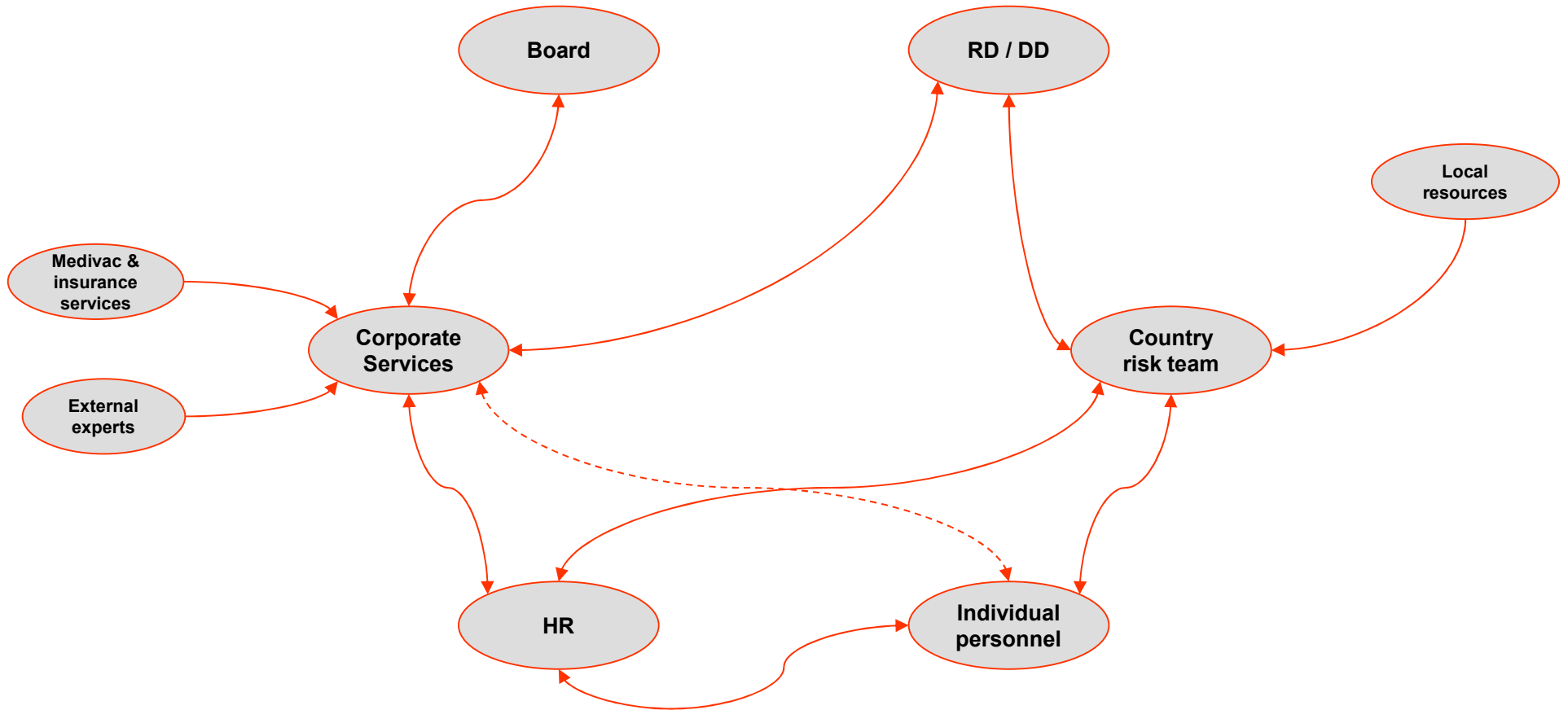
Summary of key responsibilities



	Corporate HQ	HR	RD / DD*	Country Management*	Individual
Policy development	LEAD	ADVISE	ADVISE / IMPLEMENT	ADVISE / IMPLEMENT	IMPLEMENT / PARTICIPATE
Risk intelligence	OVERSIGHT	LEAD	ADVISE	ADVISE	ADVISE
Travel preparation	OVERSIGHT	ADVISE	ADVISE	ADVISE	LEAD
Excursion preparation	OVERSIGHT	ADVISE	OVERSIGHT	OVERSIGHT	LEAD
Country risk mgt planning	OVERSIGHT	ADVISE	OVERSIGHT	LEAD	IMPLEMENT / PARTICIPATE
Deteriorating country situations	OVERSIGHT	ADVISE	OVERSIGHT	LEAD	IMPLEMENT / PARTICIPATE
Crisis management	CLOSE OVERSIGHT	ADVISE	ADVISE	LEAD	IMPLEMENT / PARTICIPATE
Premises security	OVERSIGHT	ADVISE	ADVISE	LEAD	IMPLEMENT / PARTICIPATE
Incident response	OVERSIGHT	ADVISE	OVERSIGHT / ADVISE	LEAD	IMPLEMENT / PARTICIPATE
External services mgt	LEAD	IMPLEMENT	ADVISE / IMPLEMENT	ADVISE / IMPLEMENT	IMPLEMENT
Practice and testing	LEAD AT CORPORATE LEVEL / OVERSIGHT AT OTHER LEVELS	ADVISE / IMPLEMENT	LEAD AT REGIONAL LEVEL / OVERSIGHT AT COUNTRY LEVEL	LEAD AT COUNTRY LEVEL	IMPLEMENT / PARTICIPATE

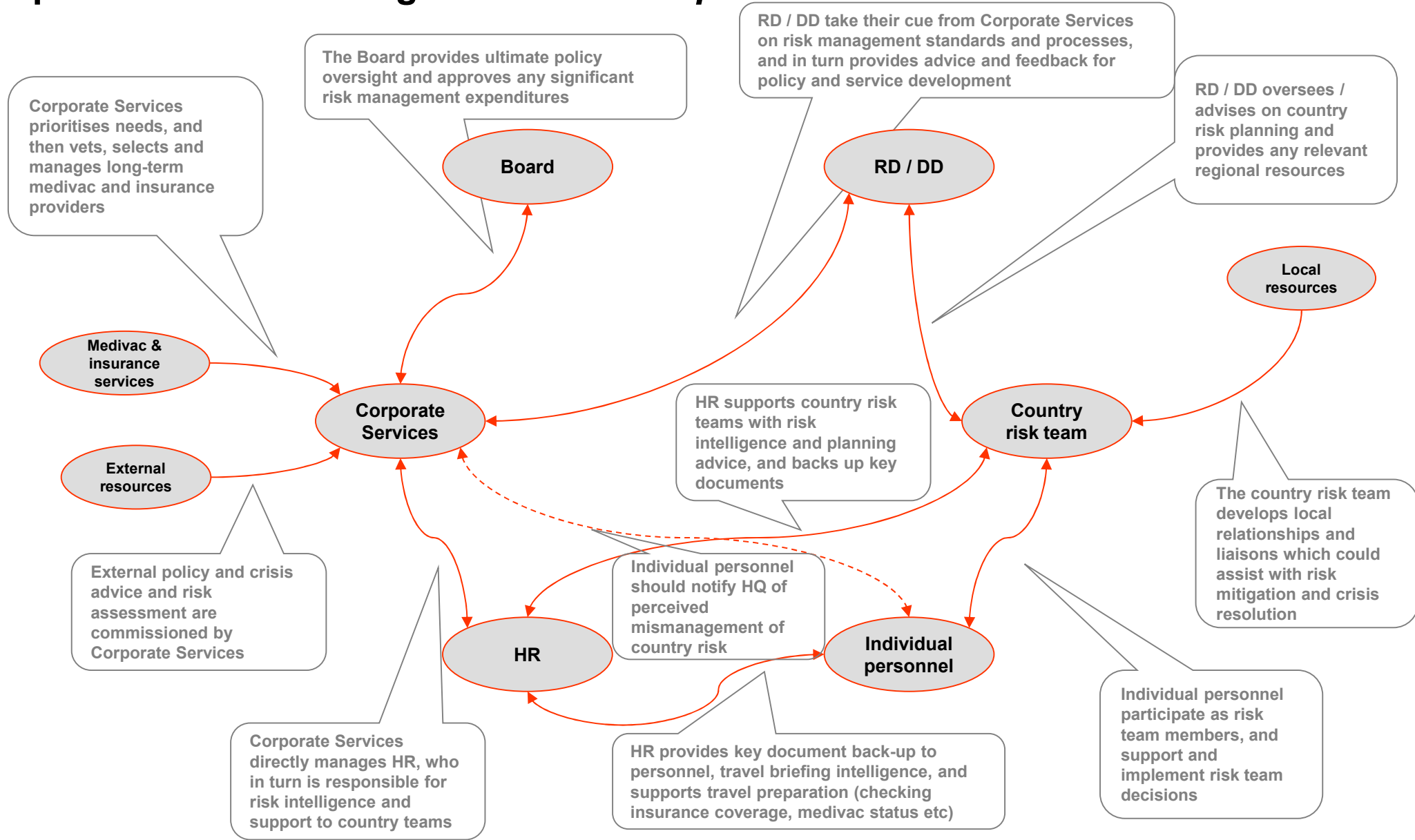
Information and decision flows – the wiring that underpins personnel risk management

Information / decision flows → 



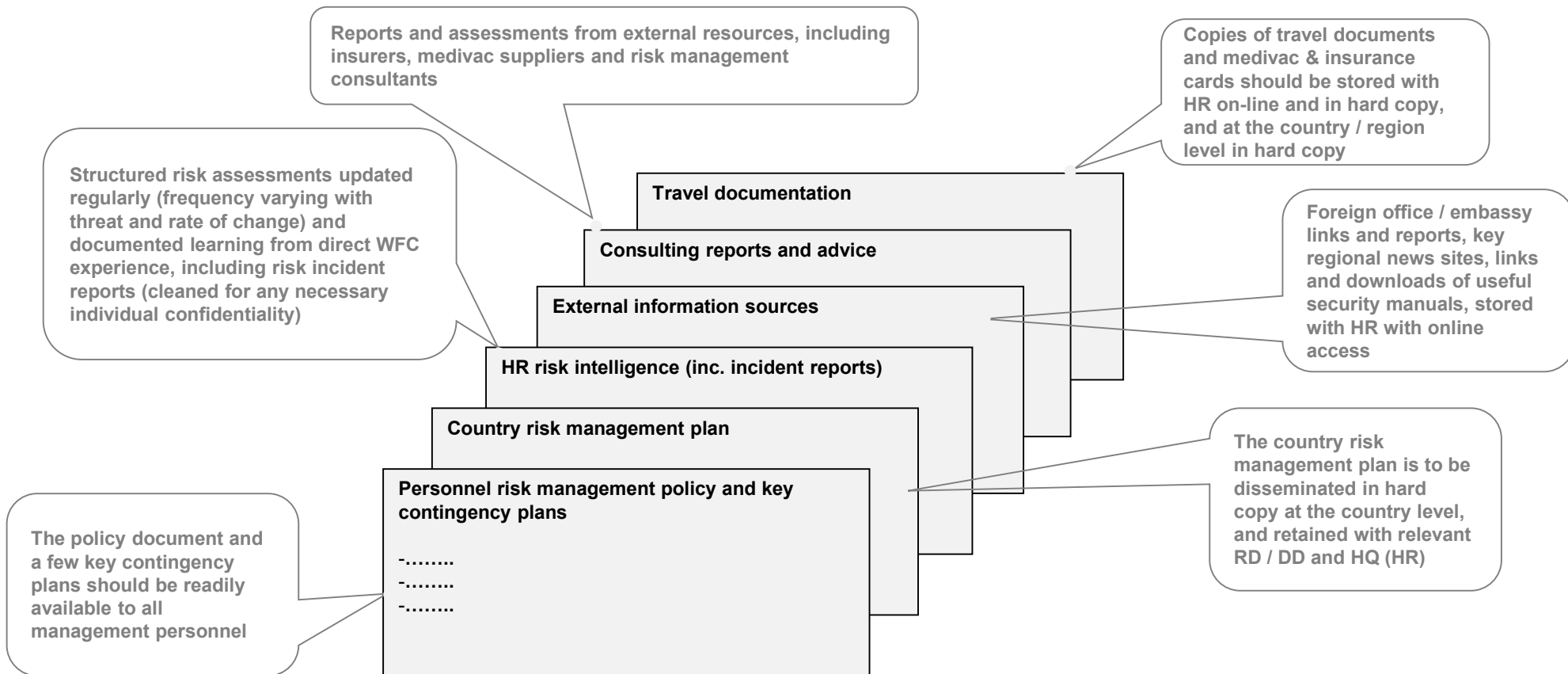
Information and decision flows – the wiring that underpins personnel risk management – *with explanations*

Information / decision flows →



The risk file – all relevant documents and where to find them

- Alignment on risk management is underpinned in part by shared documentation
- Documents are subject to individual interpretation, but nonetheless provide the most efficient means of sharing relevant information
- The ideal place to make documentation available is the Intranet – it is accessible from anywhere with reasonably stable Internet access
- The next best option is a shared drive, but this can be hard to access locally and replication with periodic update could be required
- The last option is a hard-copy pack, but this is unwieldy and hard to update



Acting on risk intelligence – ad hoc organisational adaptation to changes in the risk profile

