

# An Improved Case of the Risk Assessment Methods in our Company -Toward Internal Diffusion of BCMS-

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**Abstract:** In our company, the risk assessment has been carrying out not only for BCM, but also for J-SOX, Information Security Management and for Occupational Health & Safety Management. Staff members of each department have requested to their executive offices to integrate these risk assessments, because these risk assessments have brought them overlapped works and irregularities of assessment results. The executive offices thought that if they had left this requests, their motivation couldn't have been maintained. To accept their requests, our executive offices have developed our own server-client system for the risk assessments, named FRiAS. FRiAS is the system that integrated two management systems of them.

**Key Words :** Risk Assessment, Motivation, Motivator, Hygiene factor, Herzberg, FRiAS

## 1. INTRODUCTION

Our company is the maker of visual devices and etc. I'm going to publicize "An improved case of the risk assessment methods in our company".

This will be publicized as a case of internal diffusion of Business Continuity Management System (BCMS).

- A) "Risk Assessment" includes the overall process of risk analysis and risk evaluation. [1][5][6]
- B) In the diffusion of BCMS there is toward society and the inside of organizations. This case study is the latter.
- C) Specifically, the case is the result of requests made by working group members. Working group members are practical people.
- D) The purpose of our executive offices was maintaining or improving their motivation level. We thought that it was a critical factor for the internal diffusion of BCMS. In addition to their roles as the working group members, they had their primary jobs to consider. We felt that it would be best to take into consideration the motivation of the working group members, so they could continue to perform their role in BCMS.
- E) To achieve that purpose we developed the integrated risk assessment system named FRiAS. FRiAS is a server-client system which was developed by our staff member's ideas and efforts.

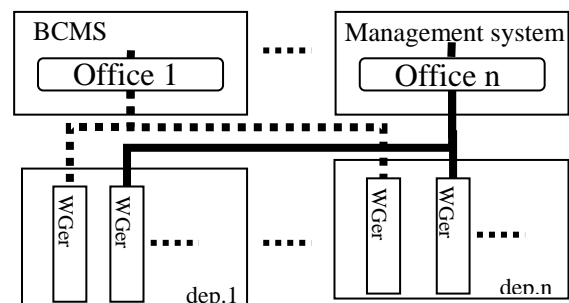


Fig. 1 Importance of Motivation

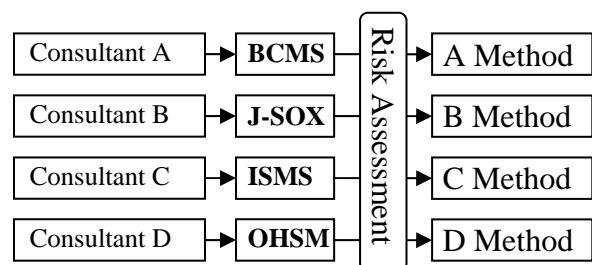
## 2. BACKGROUND

The background which lead to develop FRiAS is described below.

- A) We have constructed several management systems under the consultations of each specialist. One of them is BCMS.
- B) The management systems which have included risk assessment in them were 4, all 4 management systems were different methods.
- C) Working group members have worked practices of risk assessments in Fig.2.
- D) They have strongly requested improvements of the risk assessment methods.



Office : executive office, WGer : working group  
Fig.2 MS operational organization



BCMS : Business Continuity Management System  
J-SOX : Japanese SOX Law  
ISMS : Information Security Management System  
OHSMS : Occupational Health and Safety Management System

Fig.3 MSs and risk assessments

Mentioned earlier, 4 management systems which executed each risk assessment are BCMS, J-SOX, ISMS, and OHSMS shown in Fig.3.

BCMS is Business Continuity Management System.  
 J-SOX is Japanese SOX law.  
 ISMS is Information Security Management System.  
 OHSMS is Occupational Health and Safety Management System.  
 Each is pointing.

### 3. RELATIONSHIP DIAGRAM OF REQUESTS AND SOLUTIONS

Fig.4 illustrates the requests of working group members, problems, causes, and solutions.  
 According to Fig.4, the improvement requests were to solve 2 problems which were the wastes of overlapped assessment works and irregularities of assessment results.

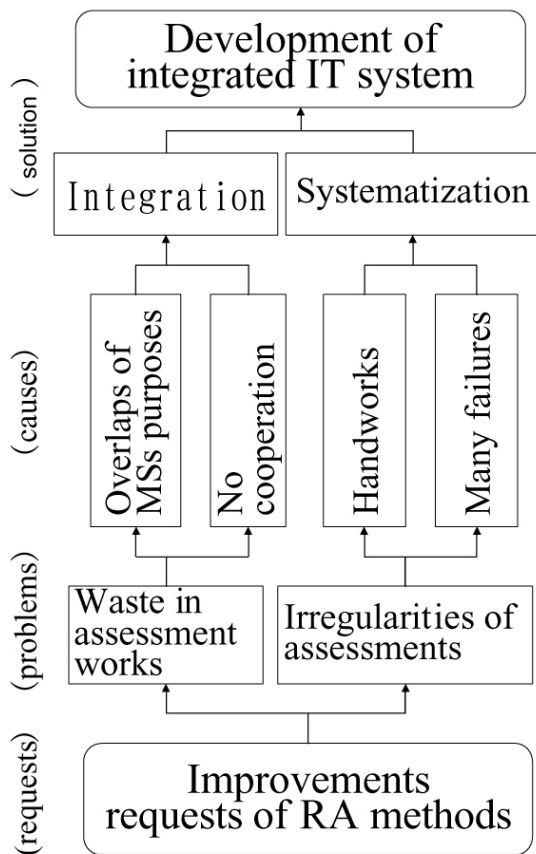


Fig.4 Relationship diagram of requests and solution

**Causes of overlapped risk assessment works** were that the purposes of management systems overlapped and the cooperation among management systems didn't exist. The result was that each management system analyzed and evaluated the risk of the same object.

**Irregularities of risk assessments** were that the result of a risk assessment was different every time despite the

same risk assessment. In other words, the reproducibility of the risk assessment method wasn't any good. [2]  
 The same risk assessment was often repeated as review. Therefore, it was able to accept.

**Causes of irregularities** were that overall process of risk assessment was handwork with PC and easy to be missed too many conditions.

We considered **solutions**, which were the integration for overlapped assessments and systemization for irregularities. Totaling two solutions, it was development of integrated IT system.

### 4. RESEARCH OF POSSIBLE INTEGRATION

Following, we researched whether 4 risk assessments were able to be integrated.  
 The result is shown in table 1.

**In 1st research**, management systems which did many overlapped assessments. These assessments were BCMS, J-SOX and ISMS.

**In 2nd research**, many irregularities occurred. These irregularities were BCMS and ISMS.

**In 3rd research**, objects of risk assessments were resources and business processes.

**The result of the research** was that most intersections among management systems occur between BCMS and ISMS.

Table 1 Research of Possible Integration

|          |                           | MS   |       |      |       |
|----------|---------------------------|------|-------|------|-------|
|          |                           | BCMS | J-SOX | ISMS | OHSMS |
| research | A) overlapped assessments | A    | A     | A    | C     |
|          | B) irregularities         | A    | B     | A    | C     |
| Objects  | resources                 | ○    |       | ○    |       |
|          | processes                 |      | ○     |      | ○     |

MSs which were selected to integrate were BCMS and ISMS.



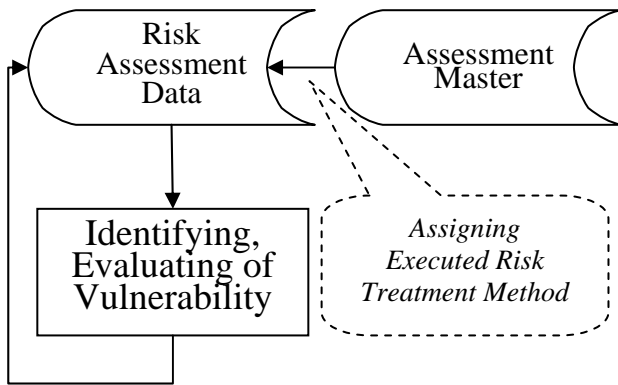


Fig.7 Vulnerability in Assessment Master

- A) If a person's "Motivator" is satisfied, he will gain more job satisfaction and be more motivated. Herzberg's definition of a motivator includes achievement, recognition, work itself, responsibility, and advancement. [3][4]
- B) If a person's "Hygiene Factor" is satisfied, his level of job dissatisfaction will decrease but he will never be motivated. Herzberg's definition of hygiene factor includes company policy and administration, salary, interpersonal relations, and working conditions. [3] [4]

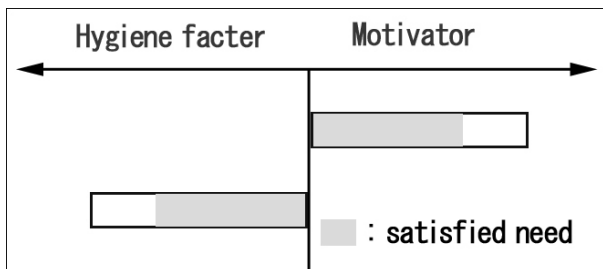


Fig.8 Herzberg's M-H theory [4]

### 7-2 IMPROVED MOTIVATION

In the Table 2, the factors which were improved to motivate working group members are shown.

- A) "Job Clarification" which was improved to remove the wastes of overlapped assessments was a motivator. "Autonomy" which was improved to remove the irregularities of assessment results was a motivator too. We think that those improvements were effective in motivating working group members.
- B) Within the Hygiene Factor we have, IT System and Workload. Both problems, overlapped assessments and irregularities appeared in installing IT System and reducing Workload. We think that those improvements were effective in decreasing the level of job dissatisfaction.

Table.2 Improved Motivation

| Problems               | Motivator         |          | Hygiene Factor |          |
|------------------------|-------------------|----------|----------------|----------|
|                        | Job Clarification | Autonomy | IT System      | Workload |
| overlapped assessments | ○                 |          | ○              | ○        |
| irregularities         |                   | ○        | ○              | ○        |

### 8. FUTURE ISSUES

Future issues are described below.

- A) We should always hear user's requests, and advance FRiAS.
- B) We are going to execute a morale survey for BCMS Operational Organization later, and on the basis of the results, we hope to diffuse BCMS in internal organization so far. [8]

### ACKNOWLEDGEMENTS

I have been advised about motivation hygiene theory by Prof. Murasugi references [8].

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