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**Risk Management & Compliance**

**An iReach Publication**

*Commissioned by* **emex** Infinite risk, absolute control

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# Executive Summary

The Risk Management and Compliance landscape in Ireland is changing rapidly. Across the various industry verticals Government legislation has meant a need to be more vigilant to the risks that exist within an organisation's operating environment. This entails looking after the welfare of employees, ensuring suppliers and contractors are aware of legal obligations and ultimately ensuring that the working environment conforms to all applicable standards and requirements.

The recent passage into law of the Safety, Health & Welfare at Work regulations has placed even more emphasis on implementing a foolproof Risk Management system through the need to ensure efficient and proactive communication between clients, contractors and suppliers. To this end the focus has seen a shift away from a piecemeal approach to Risk Management within organisations, to a model that integrates the various departments within a firm to one set of systems and processes. This in turn has led to an organisation having to include suppliers and contractors in this mix. Through an integrated system of Risk Management and Compliance it is possible for an organisation to mitigate liability especially that which under the Companies Acts may fall on Directors.

Businesses are also becoming aware that competitive advantage exists in integrating risk management into business processes. It can offer an organisation an increase in profitability. Through increased organisation and communication with internal and external suppliers, a business can streamline its processes cutting out excess waste and eliminating risks that eat into operating profit (such as insurance costs, legal fees and fines for breach of legislation). An embedded compliance strategy links into Total Quality Management (TQM) and becomes a dimension of overall organisational quality.

The purpose of this white paper is to analyse the current situation in Ireland to ascertain the IT centric position across selected industry verticals and what their perception of Risk Management is. The purpose of this is to ascertain what their plans for 2007 are in terms of investment in Risk Management systems. The industry verticals that iReach analysed were as followed.

- Construction
- Government
- Pharmacy & Manufacturing
- Hospitality, Travel & Leisure
- Financial Services

Included in this white paper are several 'best practices' that an organisation can take from in order to develop a Risk Management system that will integrate the various departments across the firm.

# An Introduction to Risk Management & Compliance

Before starting our analysis of Risk Management (RM) and Compliance in Ireland for the year 2007, it is necessary for us to give definitions of the two concepts including the cost benefits and drawbacks to implementing an integrated RM & Compliance system. Following on from this iReach will highlight some of the European views and trends towards the implementation of Risk Management and Compliance systems. Finally we will highlight the European and Irish legislation that is shaping the way in which organisations are implementing Risk Management and Compliance systems.

## ***Risk Management & Compliance defined.***

**Risk Management** can be defined as management that covers all of the processes involved in identifying, assessing and judging risks, assigning ownership, taking actions to mitigate or anticipate them through systematic application of policies, practices, and monitoring/reviewing any progress. A critical role of the risk manager is to identify activities involving significant risk and to assist in establishing acceptable levels of risk. Good risk management helps reduce costs or hazards, and builds confidence to innovate. An integrated risk management system that covers both policy and IT infrastructure facilitates this by ensuring that all departments are running a unified system.

It does this through the knowledge that current operations are safe and within the bounds of expected legal requirements. This fosters an environment where there is little employee or organisational apprehension that current procedures are a risk to health or safety. Thus it frees up resources that would be expended on constantly monitoring the individual systems.

There are three main types of Risk that can be identified;

- **Corporate Risk**
- **Operational Risk**
- **IT Risk**

Once an organisation has identified that a risk exists, it can start dealing with it. The approach an organisation takes will be down to the environment that they operate in and what they need to do in order to obviate the risk reoccurring.

There are several ways that this can be done;

- A firm can choose to tolerate the risk

- They can choose to treat the problem therefore mitigating the reoccurrence in a piecemeal manner
- They can eradicate the risk completely
- Or finally, they can transfer potential risk through buying insurance.

These approaches have both positive and negative consequences. The ideal approach is to eradicate the risks completely. The others will almost certainly lead to increased insurance costs and a risk of prosecution under the law. This can ultimately damage the reputation of an organisation in terms of client and shareholder perceptions of the ability to conduct business ethically and efficiently

**Compliance** can be defined as whether the processes in place to control risk are in fact being followed and to what extent they are being performed at one point in time or over a period of time. As a corollary Compliance Management is the definition and implementation of processes designed to control any type of risk and meet voluntary or mandated expectations of performance.

Regulatory compliance refers to organisational adherence to state and EU regulations pertaining to their particular industry. It can take the form of numerous compliance issues such as financial, health & safety of employees and waste management.

The key benefit is that compliance imposes a discipline and a structure that ensures documented decisions about how the business is run. It provides a mechanism for implementing best practices throughout the business, which will lead to improved business performance. This helps to mitigate the cost it takes to implement an all-encompassing Risk Management infrastructure.

### ***Costs factors of implementing a Risk Management & Compliance System***

There are a number of benefits if an organisation does comply with regulations and attempts to implement integrated RM systems that mitigate risk across the entire organisation. These are;

- Reduces the potential of legal action being brought.
- Minimizes losses to property.
- Keeps down the cost of insurance.
- Reduces the downtime if the business is closed for some reason.
- It provides replacement people to take over should something happen to staff or management.
- Reduces any losses through non-availability of plant, equipment or automobiles etc which are necessary for efficient operation.
- In terms of compliance, it obviates some or all the liability of directors should an accident happen where an employee is injured on site.

- Frees up resources to be utilized in the development of innovative offerings
- Spend on automation will cut the costs associated with auditors and consultants.

It can be costly to implement an integrated system. The cost of new infrastructure, training and reorganisation of the IT network may seem extortionate. Counterbalancing this argument however is the enhanced efficiency of processes and the knowledge that safe systems that are streamlined allow confidence to innovate. Forward thinking organisations will embed compliance into their strategic plans leading to a compliance 'culture' spreading throughout the organisation.

### ***Risk Management Trends in Europe***

Risk Management and Compliance trends in different jurisdictions are a good way of analysing the current situation in Ireland and where it stands within a European context. Due to Irish membership of the EU, looking at trends in Europe is essential.

In the UK a recent survey of CIO's came to the following conclusions with regard to the implementation of Risk Management systems;

- 57% of firms believed they needed an overall risk model.
- 38% of those surveyed had implemented an integrated RM system.
- 88% found the idea of an integrated RM system attractive to manage risk across geographic units.
- 51% of IT directors felt an IT risk policy was ranked just behind security, data management & infrastructure as a priority for investment.

*Source Chartered Management Institute (CMI) 2006*

The results of two surveys run in 2006 of European industry attitudes to risk management and compliance found the following;

- European implementation of SOX compliance measures in at 42% according to the survey – the US compliance rate with SOX is 90%.
- 50% of those surveyed believed compliance with regulations such as SOX are beneficial to their business.
- 47% saw Risk Management & compliance as an IT investment priority.
- Only 3% of European companies surveyed believed their compliance readiness to be poor.

*Source Illuma Research 2006*

It seems that there is a split in opinions as to whether or not there is a benefit to implementing Risk Management systems within an organisation. In the UK over half of the CIO's surveyed believed integrated systems were necessary but just over a third had

implemented such systems. This may be attributable to a lack of awareness at board-level as to the benefits of compliance as a strategic dimension to the overall value-chain of an organisation. The costs can be off-putting in terms of realigning IT infrastructure and the benefits may not seem immediate enough, particularly for CFO's.

European organisations are lagging behind their American counterparts in terms of implementing an integrated system. 66% of American companies have an integrated system currently in place and of those 54% believed that they had derived immediate business benefits from compliance. Herein lies a lesson for Irish firms and it is one that is corroborated by the 50% of European firms those that believe that compliance leads to business benefits.

### ***Value of the Compliance Software Market***

The value of the UK & Irish software and compliance market is growing dramatically. Safety and employment law compliance services over took the software based HR & payroll market at the end of 2005 and are now stretching a lead. Safety compliance is a market of £511m (€762m) currently and employment law compliance is £219m (€326m), a combined compliance market of £729m (€1,087bn). The combined market for compliance and payroll services is £1.4bn (€2,088bn) in the UK & Ireland which is on course to rise to over £2bn (€2,983bn) by 2010.

The total value of the Security compliance and control market reached \$7.4 bn (€5,621 bn) worldwide in 2006. This includes all compliance-related products in the areas of content control, identity and access management, security and vulnerability management, and security compliance services.

### ***Legislation shaping the Irish Compliance landscape***

Following on from our look at compliance attitudes across the European Union, iReach will now look at some of the legal requirements under Irish Law that place duties on organisations.

There are many legislative measures that have impacted on the Irish industry's attitudes to Risk Management & Compliance. These are;

- Sarbanes Oxley
- The Companies Acts
- Safety, Health and Welfare at Work (Construction) Regulations 2006
- Safety, Health and Welfare at Work (Exposure to Asbestos) Regulations 2006

There are 128 indictable offences under the Companies Acts. The Company Law Enforcement Act, 2001 established the Office of the Director of Corporate Enforcement whose main power is to ensure compliance with Company regulations;

- The re-introduction of substantial, progressively increasing, late filing penalties
- Revised District Court fines for summary offences
- Prosecuting individual directors (Officer in Default) rather than the company, with fines for each and every director
- Automatic on-the-spot fines against companies after a certain date.

In 2005, 23 people lost their lives in accidents on construction sites in Ireland. This sector of the Irish economy is second only to the agriculture in terms of lives lost each year. Accidents are three times more likely in Construction than in any other industry sector in Ireland. It is important that this industry protects its workers as the industry was worth almost €32 billion in 2005 with 240,000 workers.

The recent Safety, Health and Welfare at Work (Construction) Regulations 2006 outline a number of steps that a firm must take to ensure their systems and processes are safe;

- Designers must inform Clients of the requirement for a Project Supervisor for the Design Process.
- Clients & Project Supervisors must co-operate, particularly in the provision of information.
- Safety Advisers must be in place during construction where more than 100 people are at work on site. This will provide an additional level of supervision for large, potentially complex projects.

The level of expectation on firms under the new legislation is for much more open and transparent communication. The aim of this is simple; to allow for organisations to bridge any gaps in the chain of communication from the client to the designer, all the way down the supply-chain. It places legal responsibilities on all levels of the supply-chain but more so on clients who commission and those designers who undertake it.

Legislation is playing a significant role in the way that organisations are approaching their Risk Management and Compliance systems. The more onerous requirements of the law and the genesis of officer liability for corporate offences have awakened Irish industries to the need to seriously address Risk Management. The results of the iReach 2007 survey aims to highlight the position of Irish industry in terms of Risk Management and Compliance with legal requirements.

### ***Key Takeaways***

- The cost of implementing an RM infrastructure can be expensive – but this expense can be negated through the streamlining of services and implementation of best practices that add a dimension of quality to the organisation.
- If embedded into overall strategy RM & Compliance eliminates the need for external auditors and consultants slashing both internal and external labour costs.
- An integrated RM system allows for more effective communication between the organisational departments and this allows for greater coordination in planning and efficiency in the provision of business services.
- European and UK firm's implementation of integrated RM systems are lagging behind the US. 66% of US firms have implemented an integrated RM system with only 38% of UK firms doing the same.
- Legislative obligations in the EU and Ireland are making the industry operational environment much more fraught with peril - penalties for non-compliance are becoming more severe and are impacting on company officers personally.

# Risk Management Plans for 2007

This section of the white paper will concentrate on the results of the iReach 2007 Business Survey where three specific compliance and risk management related questions were put to 250 CIO respondents across five industry verticals. Through these questions, iReach was able to hone in on current industry perceptions with regard to compliance in Ireland.

## Awareness of Legislation

**Q: Are you aware of current safety, health & welfare at work regulations and their requirements under the law?**

**Key:** Gov - Government  
 Pharma & Manu – Pharmacy & Manufacturing  
 HTL – Hospitality, Travel & Leisure  
 Con - Construction  
 FS – Financial Services

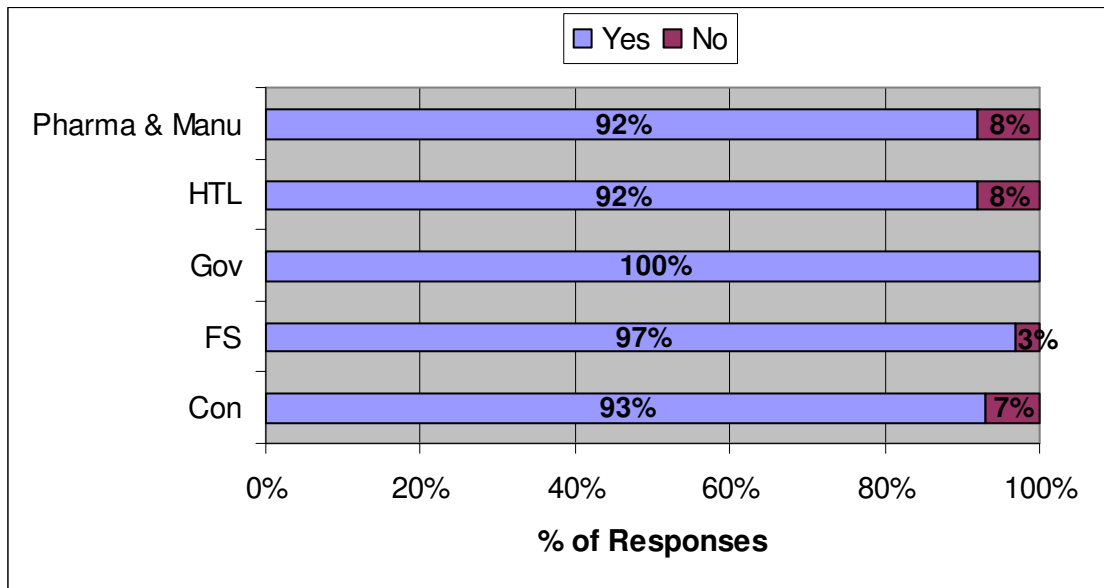


Fig 1 – Industry Awareness of Current Legislation

iReach surveyed the 250 CIO’s on their knowledge of recent legislation pertaining to recently enacted Health & Safety legislation.

The Health & Safety of employees and the safety of their environments are vital for organisations to take into consideration.

The top ranked of all the industry sectors was **Government**. 100% of those who responded to the survey cited that they were aware of recent legislation in health & safety.

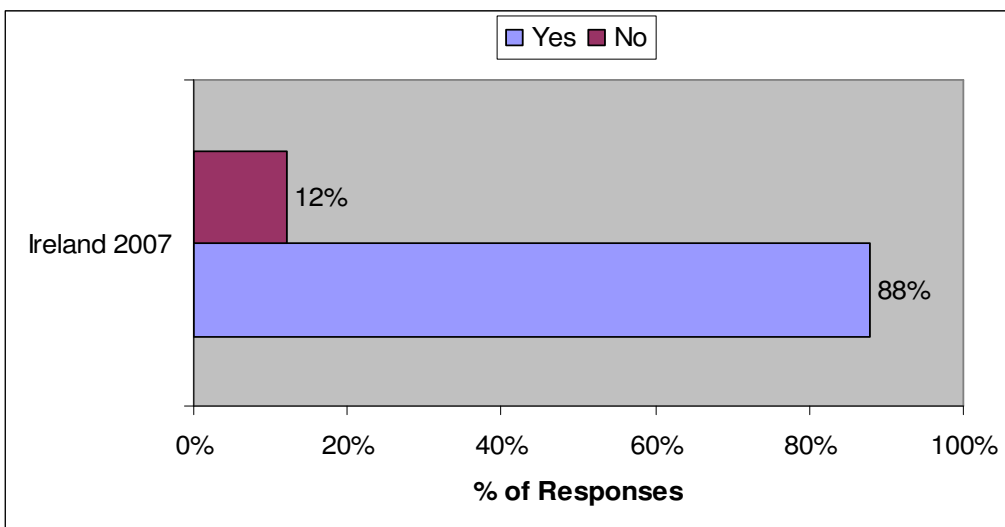
The **Financial Services** sector also scored very highly, with 97% of those surveyed confirming that they too were aware of recent Health & Safety legislation and its requirements under the law.

The **Construction** sector saw a 93% awareness of recent health & safety legislation. Again this is very high and in a sector that is governed by myriad legal requirements it is important that those in IT compliance positions, are aware of the latest shifts in their operating environment. This is particularly the case with the recent Safety, Health and Welfare at Work (Construction) Regulations. They will place much more onerous requirements on those involved in construction.

While there is a definite awareness of health & safety legislation in this sector, the fact that the Construction sector maintains a high percentage of accidents seems to suggest that implementation of legal requirements may be poor.

### ***Risk Management Priorities for 2007***

**Q: Does your organisation have plans to implement Risk Management strategies in 2007?**



*Fig 2 - Risk Management Implementation Plans for Ireland – 2007.*

The above result highlights how important Irish industry considers risk management and compliance to be. The fact that 88% of those surveyed across the industry verticals will be implementing a Risk Management plan of some sort in 2007 highlights the importance that organisations are placing on mitigating corporate risk and the liability of officers of the company. If this can be done then a company’s reputation will not be damaged should some anomaly transpire.

Another reason on why there is such high percentage of those implementing Risk Management systems is that it helps to cut back on costs such as insurance and legal fees. It also helps streamlining of internal and external processes which can makes business much more effective and it allows for resources to be realigned to innovative offerings.

**Q: Which of the following do you consider the most important in terms of Risk Management & Compliance?**

**Key:** Gov - Government  
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 Con - Construction  
 FS – Financial Services

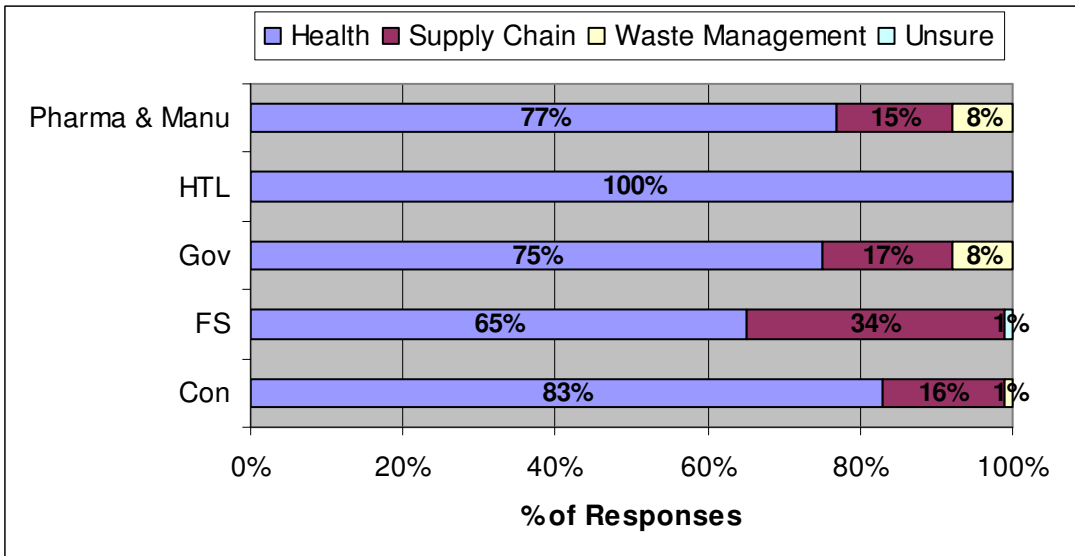


Fig 3 - The most important in terms of Risk Management & Compliance

iReach posed the question as to which of the three areas, Health & Safety, Supply Chain Compliance and Waste Management, did organisations think was the most important to their business. Not surprisingly Health & Safety was ranked the most important of the three.

100% of the **Hospitality, Travel & Leisure** sector ranks H&S as the most important issue to deal with in terms of Risk Management. This is not surprising as this industry is looking after employees, sub-contractors and clients who avail of their services.

**Construction** comes in second with 83%. Both of these industries deal with a myriad of employees, contractors and sub-contractors and so H&S is liable to be of some concern to them.

Supply Chain compliance ranks second across the industry verticals in terms of perceived importance. 34% of the **Financial Services** sector believed it to be the most important. This is understandable as FS is now a worldwide industry with subsidiaries in many geographic locations.

**Government** ranks Supply Chain Compliance at 17% and **Construction** is ranked at 16%. These industries could have departments and offices across a wide geographic area hence the need for a supply chain that complies with legal requirements. The number of suppliers both internal & external that these industries deal with will fluctuate but in dealing with suppliers it is necessary to ensure that the supply chain is risk free and conforms to all legal requirements.

Waste Management ranked third of all the options given to the respondents in terms of importance. Not surprisingly **Pharmacy & Manufacturing** was the one of the top ranked industries with 8% believing it to be their most important concern. The disposal of medical and industrial waste would apply to this industry sector hence the fact that it is rated joint top-top. It may seem surprising that only 8% in this industry believed the management of waste to be the most important considering the amount of industrial & medical waste these industries produce and the potential penalties for failure to dispose of this waste properly.

The **Government** sector ranks joint-top with 8% of respondents believing that waste management is most important. This may be down to the fact that this covers the state & semi-state bodies some of which will be involved in science & biotech research which means that they will use chemical materials.

**Construction** ranks waste management at just 1% and this may also seem a little surprising considering the use of hazardous materials that can be used in construction. As with **Pharmacy & Manufacturing** the potential penalties for failure to dispose of this waste material should rank it a little higher in this industry.

### ***Key Takeaways***

- There is a high awareness of current legislation and the potential deleterious impact non-compliance will have on organisations. This should push firms to implement compliance systems.
- The future implementation of Risk Management strategies is very high with 88% of those surveyed intending to do so in 2007. This illustrates that risk management and compliance are being treated very seriously by industry.
- Health & Safety was ranked the most important in terms of Risk Management & Compliance by all respondents.

# Implementing an RM and Compliance plan

Before an organisation implements a governance, risk and compliance plan, there are a number of key considerations that should bear in mind. These are considered to be best practices in the area of Risk Management and Compliance. This section will also endeavour to look at a model that could be used by enterprises should they wish to implement an integrated approach to compliance.

## *Plan*

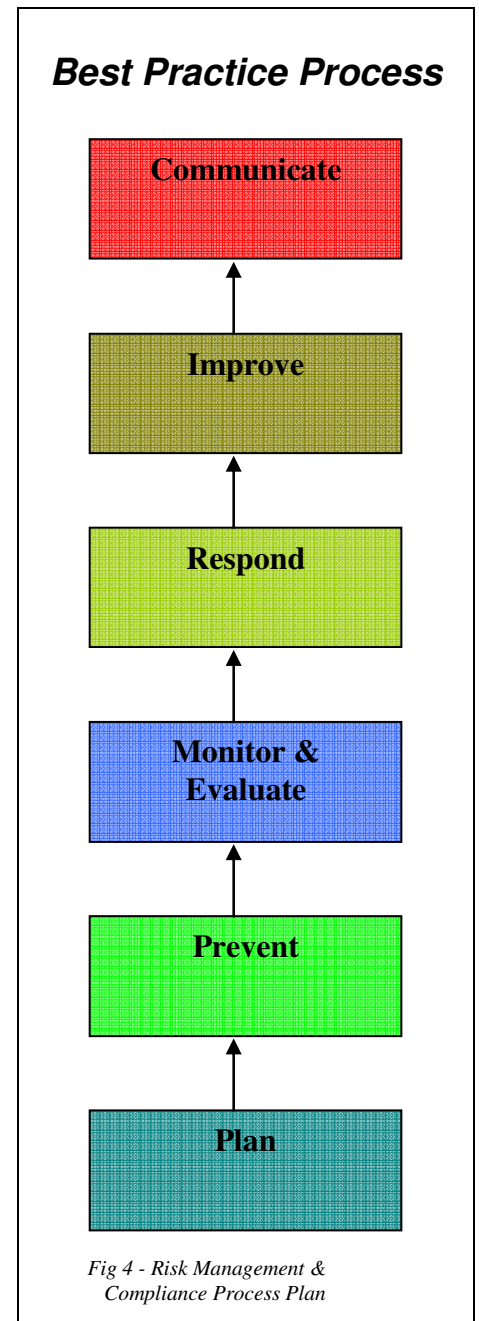
When embarking on the implementation of an RM or Compliance strategy planning and organisation is the cornerstone. It is necessary for an organisation to map their structure, job functions, controls, policies/procedures, training and a variety of other types of information important to a healthy RM and Compliance program. What needs to be achieved through this is a functioning operational process that can stand up to scrutiny by various parties at different levels across the organisation. Most importantly this means those at the coalface of operations should be directly involved in scrutinising the operational process.

Of particular note is the importance of linking specific procedures or compliance requirements to particular groups of people across the organisation. This group may include a variety of internal employees, contractors, suppliers and business partners. It is vital for an organisation to achieve this and thus certify completion of the requirements in order to drive performance and create a defensible audit trail.

A core RM and Compliance methodology should be at the forefront of any organisations plans. It needs to be woven into the organisational tapestry. An organisation needs to create a compliance ‘culture’.

## *Prevent*

Once the organisation has mapped the system risks the next step is to communicate specific requirements to the various people involved in the processes. This includes the distribution of policies/procedures, training, control self-assessments, surveys and many other forms of



requirements.

What is important for an organisation to consider is to include an auditable certification step that confirms understanding of compliance. This is a desirable approach as it provides enhanced defensibility should it be necessary in the future.

### *Monitor & Evaluate*

These two concepts are vital if a RM or Compliance system is going to work. An organisation needs to implement both of them if they are to ensure that their RM and Compliance system is functioning properly.

Ongoing monitoring is often completed with specialised applications that track applications/transactions/systems and ultimately flag exceptions when certain conditions are met.

Evaluation is also carried out, although usually on a periodic basis. It is absolutely vital that evaluations are made. It is through this that an organisation can confirm compliance with prescribed policies and more importantly identify changes in the operating and regulatory environment that it operates in.

### *Respond*

Once the Monitoring & Evaluation phase has been completed and if any gaps have been found, the organisation needs to address them. This could be as simple as guiding an employee with regard to a policy issue that may be unclear, through to a total redesign of certain functions due to operational changes or even new product development.

### *Improve*

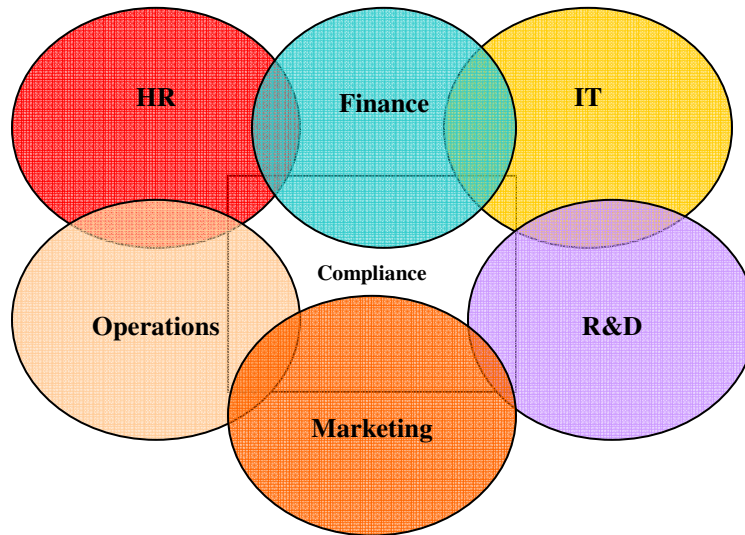
Analysis of processes is a key to continued success. An organisation needs to review the performance across periods of time and across information from multiple sources.

### *Communication*

It is important to consolidate fragmented forms of RM and Compliance communication methods into one clean, consistent mechanism. It is important that all possible methods of communication be explored. These can run the gamut from meetings, conference and video calls through to email or portals. The importance of this is vital to obviating organisational liability. A simplified communication process that encompasses the internal organisation, suppliers and business partners is preferable.

## ***Risk Management & Compliance Structure***

One of the most important aspects of Risk Management and Compliance is the need for an integrated organisational system. The diagram below is a simplistic example of an integrated system of compliance. The various departments are interlinked and the compliance system is at the centre of them all.



*Fig 5 - An integrated approach to Risk Management & Compliance*

Due to the increasingly litigious environment that exists in various industry verticals in Ireland, it is necessary that an organisation imbeds an integrated system across the organisation. A platform model is needed that links activities, processes, peoples and suppliers. This diagram above is really aimed at an internal environment rather than an external one. However it is important to deal with internal processes first to harmonise these. The next step will be to address external contractors, suppliers and clients.

For an integrated Risk Management strategy to succeed, it needs to exist within the corporate culture of an organization. It funnels down from the board of directors through various layers throughout the firm. What is important to note is that a Compliance Officer will survey the various departments for their views on the functionality of Risk Management and Compliance systems. They will also advise the various departments of any changes to the regulatory environment that will impact on the departments but also the organisation as a whole. In essence it is the job of the Compliance Officer to illustrate the importance of departmental compliance in the context of the organisation as a whole.

## ***Assessing organisational needs***

In terms of assessing an organisations needs there is a matrix that can be utilised to highlight where your organisation stands in relation to business functions and compliance. The key is to try and develop a ‘best-in-class’ approach to process and system maturity i.e a system that integrates risk management across the entire organisation be that internal and external;

<b>Process Maturity</b>	<b>System Maturity</b>
Basic	Basic
Functional	Functional
Efficient	Efficient
Best-in-Class	Best-in-Class

Each of these is linked together. So for instance, if the risk management and compliance process maturity of an organisation is **basic** this will mean that functions and process across an organisation will be ad-hoc. The corresponding system in place will be **basic** as well. It will be best described as paper or spreadsheet based compliance reporting.

A **functional** process system will allow for some functions and processes to be integrated across the organisation. So in terms of a corresponding system that is in place, there may be functions that allow certain departments to integrate some reporting functions.

An **efficient** system will see all internal functions integrated throughout the entire organisation. Reporting systems will be coordinated and regular meetings will take place. In terms of the system maturity, an efficient system will allow for an interlinking system that marries all functions and processes together on an internal level.

The ideal situation to be in, and in such a litigious environment such as Ireland a necessary one, is the **Best-in-Class** approach. This approach sees internal and external processes integrated together. The corresponding system maturity is also highly mature with a system that interlinks internal and external suppliers together.

# EMEX Case Study

## ***Introduction***

Kilsaran Concrete (“Kilsaran”) is a leading Irish owned producer of ready mix concrete and related products, founded in 1964 Kilsaran is a wholly owned Irish company and has established themselves as a renowned provider and producer of quality concrete products. Kilsaran have long been associated with Ireland’s leading Builders, Developers and Building Merchants, supplying such projects as the Luas Park & Ride and Liffey Valley Shopping Centre.

Based in Dunboyne, County Meath, Kilsaran operates a number of manufacturing plants and also manages a large number of owner-drivers operating their nationwide delivery service.

## ***Business Problem***

Due to growth of the company and increasing amount of legislation governing health and safety Kilsaran identified the need to implement a system to aid them in the following areas:

- People Management
  - ◆ Training Management
  - ◆ Owner Driver Management
- Claims Management
  - ◆ Tracking claims process
  - ◆ Analysing claims outcomes

Kilsaran also defined three clear objectives for the project:

- Standardise the management process for training and claims.
- Simplify the reporting process for claims management. For example key Kilsaran personnel meet on a regular basis to discuss claim status, for these meetings they require data in a number of varying formats bespoke to their business. Obtaining this data in the past had been time consuming and variations in data presentation had also impinged the process.
- Report and analyse claims data on an organisational level to identify trends and implement actions to prevent recurrence.

## ***Solution***

In order to achieve Kilsaran’s objectives for managing the Claims and Training Process, Emex identified it would be necessary to implement the following modules within the platform:

- Emex People
- Emex Companies
- Emex Claims
- Emex Training
- Emex Reports

## **Utilisation of Emex Modules in Kilsaran**

### **Emex People**

Emex People is a core module within the Emex platform; Kilsaran also decided to utilise some Human Resources functionality from the Emex HR module. This enables them to:

- Track performance development
- Manage and maintain personal contact information
- Manage emergency contact details
- Create checklists – induction, safety, exit
- Create a centralised personnel file

### **Emex Companies**

Kilsaran utilise the companies module to manage and regulate owner-driver insurances, expiration and renewal dates need to be tracked closely to ensure a driver is never on the road without insurance. Workflow ensures these dates are tracked and the relevant parties notified.

Emex Companies contains such information as addresses, contact numbers and current correspondence it has enabled Kilsaran to share important information throughout head office and the manufacturing plants.

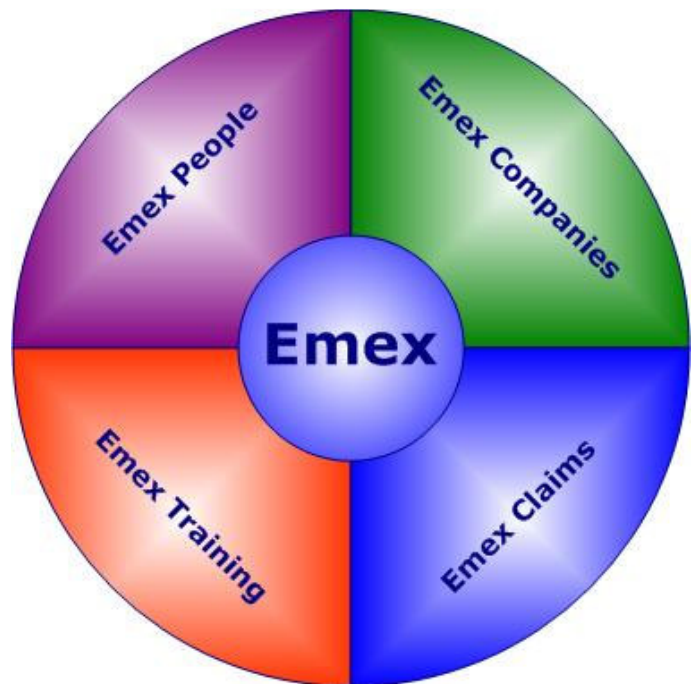
### **Emex Training**

Prior to moving to an automated system Kilsaran had been managing their training data using a mixture of word, excel and paper files, this method had been sufficient until the company’s recent growth and expansion. Kilsaran have now fully implemented Emex Training to manage all forms of training undertaken within the company – this includes both in-house training and external regulatory courses such as those under the CSCS scheme.

### **Emex Claims**

Kilsaran use the claims module to:

- To control and manage claims data throughout the organisation. Using Emex Kilsaran can successfully track each claim, determine potential costs involved and where applicable implement corrective actions to prevent recurrence.
- To analyse and report claims trends so appropriate measures can be put in place to reduce both costs to the company and potential risks to employees and members of the public.



## ***Implementation***

The Emex application is centrally hosted on a server allowing remote and office user's access live data in real time. A central database stores the data captured for each manufacturing plant.

To capture and report on data by plant Kilsaran assigned a workplace for each plant in Emex. Users assigned to a manufacturing plant are restricted to view data within that manufacturing plant unless access is explicitly granted, thus giving the illusion of a standalone version of the software for each manufacturing plant, with local requirements configured.

This hierarchical structure provides senior managers within Kilsaran data visibility and transparency of the overall status of claims management in the organisation. Managers can report on claims data by plant.

The Emex implementation of the claims and training modules was highly successful. Kilsaran are currently working with Emex to implement a further two modules by mid '07.

## ***Business Benefits***

Emex helps organisations manage operations, risk and compliance and health and safety to deliver the following business benefits:

- Enhanced ability to share knowledge throughout the Group, by the use of a common system with controls, which ensure consistency in key areas, combined with the flexibility to meet local requirements.
- Centralising and streamlining the management of training information. By initially managing the data at head office and then sharing it out amongst the various manufacturing plants has meant that all who need access to an employee's training records can.
- Reduced Insurance costs – accident/incident analysis has reduced the number of accidents and claim costs. A reduction in accidents and increased data visibility and transparency has led to greater negotiating power to reduce insurance premiums.
- Improved business performance and compliance – Emex has delivered enterprise transparency, a systematic process for managing claims and training and tools to proactively determine proper actions.
- Improved visibility and transparency at both manufacturing plant level and company wide level provide comprehensive reporting and a platform for efficient operational management.

## ***Conclusion***

Emex has provided visibility to critical data enabling Kilsaran to respond quickly to operational requirements, ensure efficiency, reduce compliance related costs and minimise risk.