
HRDRP:

Human Resource Disaster Recovery Plan



In everyday life there are many situations where people are unexpectedly halted from getting to work for significant amounts of time or, sadly, never return. Recently we've had hurricanes, earthquakes, automobiles colliding with tourists, people being killed at concerts and other issues that come with living in our world which can very suddenly impact the humans that execute business and operational processes every day in our organizations. We don't often see these events coming. Even when we do see a weather event shaping up, we often don't have the ability to accurately predict which humans will be impacted the

hardest. However, these events will take place and they will impact an organization's ability to operate. The only variable is the amount of impact.

Situation: Human Resources

The human resources person that is responsible for investigating harassment complaints requires an emergency appendectomy and will be unavailable for at least five business days. The day after the surgery, a harassment complaint is logged.



Risk Analysis

Depending upon the area of the world you live in, the financial risk of not responding to this situation in a "timely manner" varies.

In one Canadian physical harassment case, the total cost to the organization was approximately \$200,000 plus the cost of the time spent by various people in the organization that had to give statements to the lawyers, etc. There are other outcomes that cannot be measured financially. The situation became known on social media which may have been checked by potential new hires, customers and suppliers of the organization.

Situation: Approval to Manufacture

In manufacturing, there are enough regulatory oversight that it can make you dizzy trying to keep up.

In some industries, there are a number of product compliance requirements that need to be validated prior to the production of materials that will be used by customers. We often



think of this in the context of food, drugs, beverages, electronics, automobiles and similar products. However, there are requirements when an organization is producing products that are painted, have certain types of plastics or batteries involved, could have edges that would injure a human, choking and strangulation hazards, etc. (think of children on playground equipment). In most cases, the Senior VP of Engineering would be the person responsible for signing off on the manufacturing specifications and quality assurance plans.



At one organization, the person in that role suffered a fatal injury while hiking on a mountain trail. At another organization, the Senior VP of Engineering was caught in a police sting operation as he took possession of his new (stolen) luxury automobile.

Risk Analysis

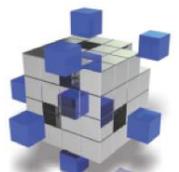
In this particular situation, the risks involve the delay of new products and product upgrades being approved for production. In addition, the amount of time and effort required by another executive to approve the specifications is going to be significant as they must be absolutely sure that all regulatory requirements are met and the internal risk management documentation is completed properly.

If the product is manufactured to specifications and produces injury or death when in use, there would be the risk of both litigation by the customers or users for damages and an almost immediate inspection by various government agencies which could lead to fines or worse. Of course, the news and social media impact would be extremely negative.

HRDRP Process

There are some common factors to every HRDRP.

1. Conduct a human resources risk analysis to determine where the loss of a particular resource would have significant impact on the organization. This risk analysis should be updated as part of every year's strategic planning process.
2. Nominate one or more secondary resource(s) to undertake the role of each of the positions that are identified in the risk analysis. Then identify the back-fill plan that will ensure the secondary resources' prime responsibilities in their normal roles will be executed in a timely manner.
3. Provide education and training for the secondary resources to ensure their ability to undertake the role.
4. On a regular basis, have the nominated resource(s) work on the role in order to keep abreast of the requirements. This has a secondary benefit in terms of being able to use the primary resource for other roles or objectives.



5. Identify a method for ensuring that the nominated resource(s) are notified to assume the role that is required of them on short notice. The full back-fill plan is then triggered.

HRDRP Technology Assistance

There are two software solutions that will assist in planning and executing the HRDRP. The first can be fairly inexpensive such as using Microsoft Word to **document the role structures and the primary tasks / processes** within that role that must be back-filled in order to reduce the various types of risk. The second solution would be automated business process management that would **ensure that the secondary resource that is nominated for the back-fill is doing the job in a timely manner** (escalation notification utilization) and executing all facets of the process properly (e.g. confirming each task within each stage of the process has been completed properly).

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