HR Risk Management: People Risk Register, Key Risk Indicators and HR Controls

1 – 5 February 2027
London - Central London four-star



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Introduction:

HR risk management is often missing from the risk agenda: a departing specialist takes client relationships with them, a critical role has no successor, contractor staff work outside agreed terms, or rising overtime goes unnoticed until a grievance or incident occurs. This Core Concept course shows HR and risk practitioners how to identify, rate, treat and report people risk using ISO 31000 process concepts. Participants build a People Risk Register with a KRI Dashboard and a Board People Risk Report from their own organisation's workforce data.

Course Objectives:

- Classify workforce exposures using a people risk taxonomy covering key-person, succession, skills, attrition, conduct, labour-law, industrial relations, wellbeing and workforce fraud risk
- Apply ISO 31000 process steps to set people risk criteria, appetite and ownership across the HR function
- Build and maintain an HR risk register with causes, consequences, owners, current controls and ratings
- Design key risk indicators and thresholds from HR data that give early warning of rising people risk
- Design HR controls and policy clauses that treat conduct, contractor, workforce planning and continuity exposures
- Report people risk to executives and the board with ratings, KRI trends and treatment status

Target Audience:

- HR managers responsible for HR policy, workforce data and the people agenda of a business unit
- HR business partners responsible for advising line leaders on talent, succession and workforce changes
- Risk and internal control officers responsible for including people exposures in the organisational risk profile
- Workforce planning and HR analytics leads responsible for headcount, capability and attrition reporting
- Managers responsible for contractor, agency and outsourced labour arrangements

Course Outline:

Day 1: People Risk Taxonomy and the HR Risk Context

- People Risk Taxonomy: Key-Person, Succession, Skills Gap and Attrition Categories
- Conduct, Workforce Fraud and Labour-Law Non-Compliance as People Risk Categories
- Industrial Relations and Health and Wellbeing Exposures on the People Risk Map
- HR Risk Context Statement: Objectives, Stakeholders and Internal Drivers
- People Risk Maturity Self-Assessment Checklist for the HR Function

Day 2: ISO 31000 Applied to HR: Criteria, Appetite and Ownership

- ISO 31000:2018 Principles Read Through an HR Lens
- ISO 31000 Process Steps Mapped to the Employee Lifecycle
- People Risk Criteria: Likelihood and Consequence Scales for Workforce Events
- People Risk Appetite and Tolerance Statements by Risk Category
- HR Risk Ownership Matrix: Line Managers, HR Business Partners and the Risk Function

Day 3: HR Risk Register and Key Risk Indicators from HR Data

- People Risk Identification Workshop Using Exit Interview and Grievance Data
- HR Risk Register Build: Cause, Event, Consequence, Owner and Current Controls
- Key-Person Dependency and Succession Cover Scoring Grid
- Key Risk Indicators from HR Data: Regretted Attrition, Vacancy Duration and Overtime Load
- KRI Thresholds, Amber and Red Triggers and Escalation Routes

Day 4: HR Controls, Contractor Labour and People Continuity

- HR Control Design: Preventive, Detective and Corrective Controls in HR Policies
- Conduct Risk Controls: Speak-Up Channels, Conflict of Interest Declarations and Pre-Employment Screening
- Workforce Planning Risk: Capacity Shortfall and Skills Obsolescence Scenario Tests
- Third-Party Labour Risk: Agency Workers, Outsourced Staff and Contractor Due Diligence
- People Continuity Plan: Critical Roles, Deputy Cover and Crisis Staffing Arrangements

Day 5: People Risk Case Work and the Board People Risk Report

- Healthcare Provider Case: Clinical Staff Attrition and Key-Person Exposure
- Construction Contractor Case: Subcontracted Labour and Site Welfare Risk
- Board People Risk Report: Heat Map, KRI Trends and Treatment Status
- People Risk Register and KRI Dashboard Assembly for an Own Organisation
- Peer Challenge Panel on People Risk Ratings and Treatment Plans

Skills You Will Gain:

- People Risk Identification
- Workforce Risk Rating
- HR Risk Register Maintenance
- Key Risk Indicator Design
- HR Control Design
- Contractor Labour Risk Review
- People Continuity Planning
- Board-Level Risk Reporting

Why Attend This Course:

- Return with a People Risk Register, KRI Dashboard and Board People Risk Report built on your own workforce data
- Spot single points of failure in critical roles and gaps in succession cover before a resignation or absence exposes them
- Give line managers and the risk function one shared set of people risk scales, appetite limits and escalation triggers
- Compare people risk practice with peers from healthcare, construction, services and public-sector organisations

Conclusion:

People risk becomes manageable when it is named, rated against agreed criteria, watched through indicators and owned by the right people. The course moves from a people risk taxonomy and HR context, through ISO 31000 criteria, appetite and ownership, to the HR risk register, key risk indicators, HR controls, contractor labour and people continuity. The final day applies these methods to multi-sector cases and produces a People Risk Register with a KRI Dashboard and a Board People Risk Report ready for the next risk review.