ISO Committee

TC 262 Risk Management
AG 1   Communications

2017-06-06
Interview with António Almeida Júnior,
chairman of Portugal's mirror committee to
ISO/TC 262 Risk management

Risk Management and ISO 31000 in Portugal

**Interview conducted for isotc262.org
with**

António de Almeida Júnior, chairman of Portugal's mirror committee to ISO/TC 262

António de Almeida Júnior has a degree in mechanical engineering from Instituto Superior Técnico - Lisbon 1961 and several short and medium term courses in various management and quality management matters. He was Director of Quality in two large metal-mechanical companies, and founder and president (1969/1973 e 1997/2003) of the Portuguese Association for Quality. He is a trainer and consultant in management and quality management, standardization, ethics, social responsibility and risk management since 1966. He is also member and president of several technical commissions: quality, codes of ethics, social responsibility, risk management and business continuity management, honorary member of several organizations linked to quality and member of the International Academy of Quality. He received the Agricultural, Commercial and Industrial Commendation of the Order of Merit in the Industry Class of the Portuguese State.

isotc262.org: *António you are the chairman of Portugal's mirror committee to TC 262. Can you briefly introduce IPQ, Instituto Português da Qualidade, your national standardization organization in Portugal, please?*

António: Since 1929 Portugal has been devoted to standardization activities. The development of Portuguese's standardization became more noticeable in 1952, after the publication of the Statute on Standardization. In 1986 Portuguese Institute for Quality (IPQ) was established as a national organization that manages and promotes the development of the Portuguese System for Quality (SPQ), with its three sub-systems - Standardization, Metrology and Qualification. Within the SPQ framework, IPQ copes with the role of National Standardization Body (ONN), thus ensuring the co-ordination with European and International standardization bodies.

It is a Member Body of ISO since 1949 and participates in the work of 422 ISO technical committees. IPQ also ensure for 30 years the secretariat of ISO/TC 87 whose scope is cork. To ensure all this work, IPQ qualifies organizations as APQ – Portuguese Association for Quality as sectorial standardization bodies. The national Standardization

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System involves 55 sectorial standardization bodies and manages 167 technical committees, comprising nearly 4500 voluntary experts.

isotc262.org: *Did you adopt ISO 31000 as a national standard in Portugal or didn't you adopt it and what were the reasons for this decision? [Provided you did not adopt ISO 31000, what does this mean for Portugal's organizations operating nationally and for those operating globally?*

António: Yes, we did. The Portuguese *Technical Committee* 180 (CT 180), created in 2009, translated it and IPQ, the Portuguese National Standardization Body adopted it as a National Standard. Besides ISO 31000, the ISO Guide 73 and IEC/ISO 31010 were also translated and adopted by IPQ.

isotc262.org: *What is risk management based on in Portugal (e.g.: are there any laws, regulations, national standards or other rules?) and what is the impact of risk management in Portugal?*
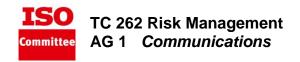
António: So far, risk management in Portugal, has been a discipline focused in specific areas mostly deriving from legal/regulatory requirements: public and private construction, electrical grids, financial services, insurance, public contracts, regulated services, health and safety, among others. This fact created a horizontal and very limited view of risk management. Even in large companies, risk has been seen in different perspectives in different layers of the organization: strategic and operational. ISO 31000 gives for the first time an integrated and transversal perspective of risk management and therefore is being adopted as guidance for the implementation of risk management systems.

isotc262.org: *Who are the key stakeholders of risk management in Portugal?*

António: In Portugal key stakeholders of risk management are companies involved in public contracts and public services under regulation bodies, consultants, auditors, health and safety authorities, pharmaceutical companies, etc. Recently, and because ISO 9001 and ISO 14001 introduced the concept of "risk based thinking", all kind of companies started looking for risk management models, and ISO 31000 is a strong candidate to become the widely adopted model.

isotc262.org: *What are the biggest obstacles for integrating risk management in all organizational activities – an essential principle of ISO 31000 – for managers in Portugal?*

António: Corporate culture is the biggest obstacle: in many organizations, vertical flow of information/decisions are top/down, so operational risks are rarely assessed at top levels of the organization. It may happen that different departments of the same organization, address the same risk in different ways, as risk management is focused in

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specific issues. A major cultural change focused in people training, cost benefit-analysis, and bottom-up flow of information, is needed as a revolutionary change to implement an integrated risk management process.

isotc262.org: *How does your mirror committee involve itself in standard development at present and how do you see this developing in the future?*

António: Our technical committee is focused in two main areas: a) translation of ISO standards to provide Portuguese companies with tools (ISO 31000) to help implementing integrated risk management processes and b) following and participation in the technical work of ISO/TC 262. So, we are now in the process of editorial revision of the National version of ISO/TR 31004, and we are actively following the revision of ISO 31010 and ISO 31000 with the aim of issuing the corresponding National versions as close in time as possible to their adoption at international level by ISO. Another relevant aspect of our commitment in the future is the organization of workshops, seminars, and roundtables about risk management and ISO 31000.

isotc262.org: *What are the key developments your mirror committee hopes to see in ISO 31000 and in risk management standard development in general at an international level over the next years?*
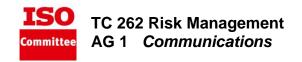
António: We hope to see two different developments in TC 262: first the new version of 31000 and the accompanying guidance technical report (ISO/TR 31004) with more clues and examples of risk management applied to SME, and second a broad share of real experiences of implementation of ISO 31000 internationally, with support and interaction with TC 262/AG1 Communications, namely via open blogs, articles, webinars, etc.

isotc262.org: *ISO 31000 globally quickly became one of the bestselling and most well recognized standards in ISO. What do you think about the future of the standard – particularly in Portugal – and how will it change to adapt to new challenges?*

António: We believe that ISO 31000 will become the widely adopted model of risk management, especially for organizations upgrading their quality and environmental management systems for the latest versions. A huge effort on training and coaching is needed for the success of this goal.

isotc262.org: *What advice can you give to interested parties in Portugal who want to offer their input to the work of ISO/TC 262 and CT 180 and who should they address?*

António: Regularly we are contacted by local organizations, companies, consultants, individuals, associations, etc., to join the work of our technical committee, and we are

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willing to have much more. But we regret that active participation is a major issue and limitation for many of them, and except for a core group of around 12 to 15 organizations, all the rest give-up in less than 12 months. In any case, the contact should be done through our sectorial standardization body, APQ (Portuguese Association for Quality), directly to Eng. Carla Cunha – normalizacao@apq.pt, that is the responsible person for the coordination of the technical committee.

isotc262.org: **Thank you very much!**

António: Thank you!