* + 1. **TEMPLATE: *Professional risk management strategies* questions which the applicant association is required to complete**

The questions below are designed to help you demonstrate to the Professional Standards Councils that the association applying for a Professional Standards Scheme maintains profession-focused risk management.

To assist you, see Guidance4.0.2 *Professional risk management strategies**.*

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| 1. **OVERVIEW**
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| In this application framework, your association’s professional risk management strategies are orientated into two categories for consideration by the Councils: member-facing and consumer-facing. The questions for this module consider the following member-facing professional risk management strategies: * **Association membership requirements (entry, annual, ongoing, fit, and proper)**
* **Continuing occupational education requirements (continuing professional development)**
* **Quality management undertaken by the association (including member audits, quality reviews)**
* **Risk management required of members by the association and/or their firms.**

Note: Refer to the last section of the table below for an example of best practice for presenting professional risks and related treatment plans.  |
| 1. **QUESTIONS: *STRUCTURE***
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| **Evidence / information required** | **Association’s response (including examples)**  |
| For **each** of the professional risk management strategies identified in the overview above:1. provide and explain your association’s current, or proposed, professional risk management strategies by providing materials or documents such as:
	* the relevant constitution elements
	* approved policy, procedures, processes
	* forms, templates, internal or external standards
	* oversight by executive bodies or committees and their terms of reference
	* standing communication to members
	* relevant website content.
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| 1. **QUESTIONS: *IMPLEMENTATION & OTHER STATUTORY/REGULATORY REQUIREMENTS***
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| 1. Where a professional risk management strategy is proposed, or being amended, discuss how your association will implement the professional risk management strategy, including the association’s resources (e.g. staff, financial, IT), and implementation timetable.
2. Where your association or members are subject to a statutory or regulatory requirement for all or part of a professional risk management system strategies, provide the Councils with references to the relevant statutory provisions, regulator, and explain the interaction between the association as a professional standards co-regulator and the statutory regulator (examples include scheduled meetings or consultation, membership of panels or committees).
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| 1. **QUESTIONS: *IMPROVEMENTS & CONSUMER PROTECTION OUTCOMES***
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| 1. Describe your association’s detailed plans to improve each of the listed professional risk management strategies as well as the strategies to address consumer harms and risks.
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| 1. **QUESTIONS:**  ***IMPROVEMENTS & CONSUMER PROTECTION OUTCOMES (cont.)***
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| **Evidence / information required** | **Association’s response (including examples)**  |
| 1. Describe the role and responsibilities of your association’s executive and governing body in assessing the effectiveness of each of the listed professional risk management strategies, within a framework of continuous improvement and consumer protection. A key question is how does your governing body go about seeking relevant independent expert advice to support its decision-making?
2. Describe the ways your professional risk management requirements are communicated to your members, and how you assess and improve the communication of professional risk management.
3. Describe what measures you use to assess the effectiveness of your risk management strategies and their frequencies (e.g. qualitative metrics such as measures of satisfaction, or quantitative such as actual numbers or dollar amounts), and how the measures contribute to continuous improvement of the professional risk management strategies, and further protecting consumers of the services provided by your members.
4. Describe your association’s professional risk management system improvement cycle e.g:
* how emerging trends from the outcomes of conduct and competence processes (including but not limited to consumer claims, notification, and complaints data) are used to inform revisions of the professional risk management system
* how your association identifies and incorporates best practice
* how the purpose for, and benefits of, the improvement are identified and confirmed
* how adequate resources are assigned to the improvement
* how the process is free of inappropriate or conflicted influence (including by government, the profession, employers, or other interested parties)
* the process of engaging and consultation with stakeholders (e.g. members, public, consumers, regulators, related occupational associations) to assure alignment
* the development of practical measures of effectiveness of each professional risk management strategy e.g. collection, collation, analysis and reporting to the governing body
* what changes require governing body approval and formal approval by a general meeting of members.
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| 1. **EXAMPLE: *BEST PRACTICE***
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| The following is a best practice example of how professional risks and related treatment plans could be presented: |
| ***Risk focus area*** *(generic examples only)* | ***Approach*** *(generic examples only)* |
| **Profession-specific knowledge gap** | * Cause e.g. failure of association members to maintain practice and/or procedural professional-specific knowledge through inadequate or lack of ongoing profession-specific education
* Risk status e.g. moderate/low
* Strategy objectives e.g. ensure that members keep up-to-date with profession-specific knowledge, raise awareness of networking forums, and facilitate access to more education programs (e.g. CPD) that maximises new technologies
* Means to implement strategy (treatments) e.g. obligation to comply with CPD requirements, annual assessment of complaint and claims data
* Means of monitoring implementation e.g. imposition of additional membership conditions, maintenance of professional responsibility website, practice area support services
* Means of measuring effectiveness e.g. compliance with CPD requirements and annual audits.
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| **Deficient practice management and business skills/process** | * Cause e.g. inadequate knowledge and practical skills in managing the business, lack of profession-specific, accounting and risk management processes
* Risk status e.g. moderate
* Strategy objectives e.g. ensure that members are provided with information, advice and profession-specific support services to improve standards and reduce risks to consumers/clients
* Means to implement strategy (treatments) e.g. stricter association conditions for members to conduct profession-specific services
* Means of monitoring implementation e.g. CPD education programs to address risk identified
* Means of measuring effectiveness e.g. analysis of feedback from profession-specific management education courses, review of complaints data arising from causes of practice-related management/skills complaints.
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| **Poor service delivery and communication** | * Cause e.g. risks arising from a failure in communication with consumers in a professional manner, leading to services failures, failure to communicate delays and reasons for delays to consumers
* Risk status e.g. moderate
* Strategy objectives e.g. ensure that members are provided with information, advice and profession-specific support services to improve communication and service delivery standards and reduce risks of inadequate service delivery to consumers
* Means to implement strategy (treatments) e.g. development and promotion of seminars on service delivery and communication awareness
* Means of monitoring implementation e.g. review the level of access to CPD seminars on service delivery and communication awareness
* Means of measuring effectiveness e.g. statistics on claims arising out of service delivery and communication failures.
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| **Vulnerable consumers** | * Cause e.g. failure to identify that the consumer is vulnerable, cross-cultural differences leading to misunderstandings between the member and the consumer
* Risk status e.g. moderate
* Strategy objectives e.g. ensure that members are provided with information, advice and profession-specific support to improve communication and service delivery standards to the unsophisticated consumer/client and reduce risks to clients
* Means to implement strategy (treatments) e.g. raise awareness, development and promotion of CPD seminars on elements of managing service delivery and effective communications skill with the unsophisticated consumer
* Means of monitoring implementation e.g. review the level of access to CPD seminars on awareness, elements of managing service delivery and effective communications skill specific to vulnerable/ unsophisticated consumers
* Means of measuring effectiveness e.g. review of complaints data arising from causes of complaints underpinned by communications issues with vulnerable consumers or related service delivery issues.
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| **Poor member wellbeing** | * Cause e.g. breakdown in the physical and mental wellbeing of members leading to or accelerating the risk of service failures
* Risk status e.g. moderate
* Strategy objectives e.g. ensure that members are provided with physical and mental wellbeing support services to reduce risk of poor service - prevention of possible escalation is preferable
* Means to implement strategy (treatments) e.g. raise awareness of and encouragement to access wellbeing support services
* Means of monitoring implementation e.g. regular review of support services provided
* Means of measuring effectiveness e.g. analysis of claims and complaint data to identify trends and respond with guidance/educational programs as appropriate.
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| **Changing profession-specific services and landscape** | * Cause e.g. identifying risks arising from a failure by members to embrace changes in the forms of profession-specific services and the market landscape e.g. caused by changing environment in technologies, business structures, methods of service delivery (which leads to service failures)
* Risk status e.g. mild/moderate
* Strategy objectives e.g. ensure that members are provided with information, advice and profession-specific support services to improve their ability to meet the demands of consumers of their services, including resourcing of the latest technologies
* Means to implement strategy (treatments) e.g. CPD seminars are offered on the impact of dealing with new technology on the provision of profession-specific services by members
* Means of monitoring implementation e.g. review access to CPD seminars on technology changes, cyber-security and data privacy and management, as well as elements of managing service delivery and effective communications in the changing profession-specific service delivery
* Means of measuring effectiveness e.g. analysis of feedback from CPD educational courses on changing technologies and cyber-security and data privacy.
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| **Accelerants of risk** | * Cause e.g. relate to all core risks resulting in poor quality and inadequate services not meeting professional standards
* Risk status e.g. mild/moderate
* Strategy objectives e.g. ensure that members are provided with information, advice and practice support services to manage pre-existing or accelerant risks
* Means to implement strategy (treatments) e.g. CPD programs and education support
* Means of monitoring implementation e.g. monitoring compliance with statutory requirements
* Means of measuring effectiveness e.g. obtain feedback on the use of ‘wellbeing’ courses and resources.
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