PECB Insights

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When Standards Matter



The Technology Behind Blockchain

“

With your entire focus
on your goal, you will reach levels
of achievement that you never
thought possible.”

CATHERINE PULSIFER

Author of "Inspirational Words of Wisdom"





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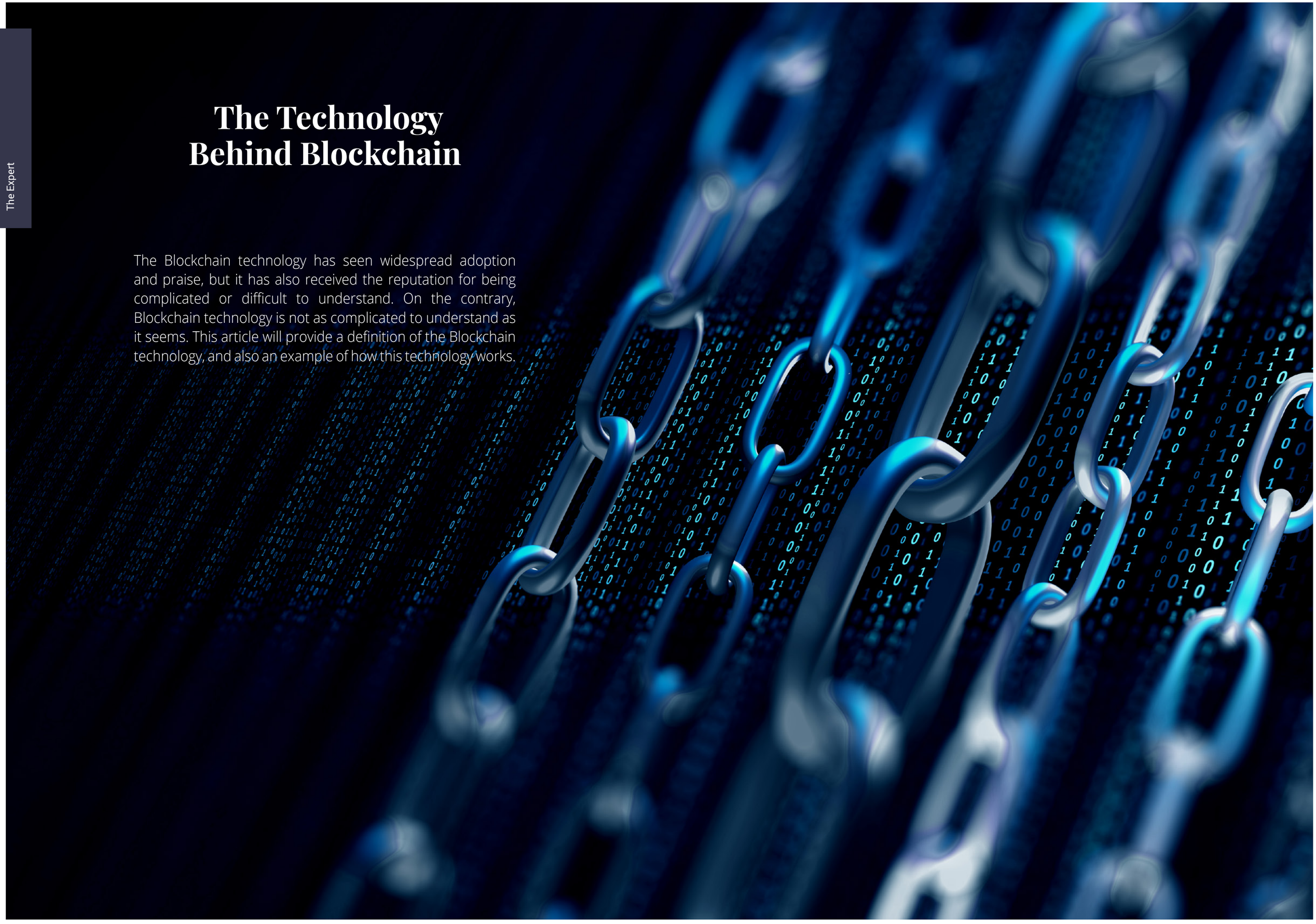
The Technology Behind Blockchain

The Blockchain technology has seen widespread adoption and praise, but it has also received the reputation for being complicated or difficult to understand. On the contrary, Blockchain technology is not as complicated to understand as it seems. This article will provide a definition of the Blockchain technology, and also an example of how this technology works.



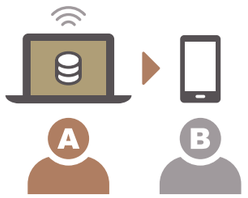
What is

BLOCKCHAIN TECHNOLOGY?

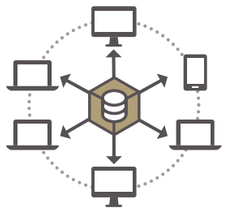
Blockchain contains the list of every piece of data that has been sent through the network, as well as every single transaction and account. It uses a peer-to-peer network of computers to validate transactions without a third-party involvement.

HOW DOES IT WORK?

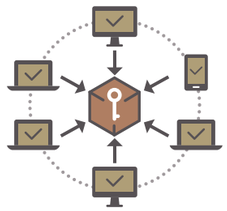
A transaction is requested



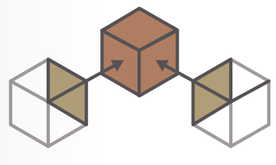
The transaction is broadcasted to a Peer-to-Peer network of computers known as nodes



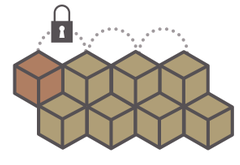
The transaction and user's status is validated by this network of nodes using known algorithms



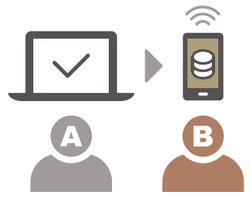
After verification, the transaction is combined with other transactions, to create a block of data for the ledger



The new block is then added to the existing blockchain, in a permanent and unalterable way



The transaction is completed



VALIDATION MAY INCLUDE

- SMART CONTRACTS
- CRYPTOCURRENCY
- OTHER RECORDS

BLOCKCHAIN BENEFITS

- TRANSPARENCY & TRACKING
- SIMPLER & FASTER
- REDUCED COSTS
- INCREASED TRUST

BLOCKCHAIN TECHNOLOGY USES

- DIGITAL CURRENCY
- FINANCE
- IOT
- DATA STORAGE
- GOVERNANCE
- ONLINE VOTING
- HEALTHCARE
- INSURANCE



About the Author



With over five years of experience in the provision of diverse technology related services, Kenneth Kimbel is also a recent graduate with a Master's degree in Cybersecurity Risk Management, as well as a JD with a Cybersecurity Law focus. He is a highly knowledgeable cybersecurity professional on both current technical and legal security issues.

Kenneth Kimbel
Information Security Analyst at
New Innovations, Inc.

The Blockchain is an appendable, immutable, universally distributed open ledger. That definition may sound complicated, however, when further defined, the Blockchain becomes easier to understand. Even without prior knowledge of the Blockchain technology and only an understanding of the component parts of the Blockchain, anyone can understand the secret behind the Blockchain Technology. The table below provides definitions for the fundamental components of the Blockchain technology:

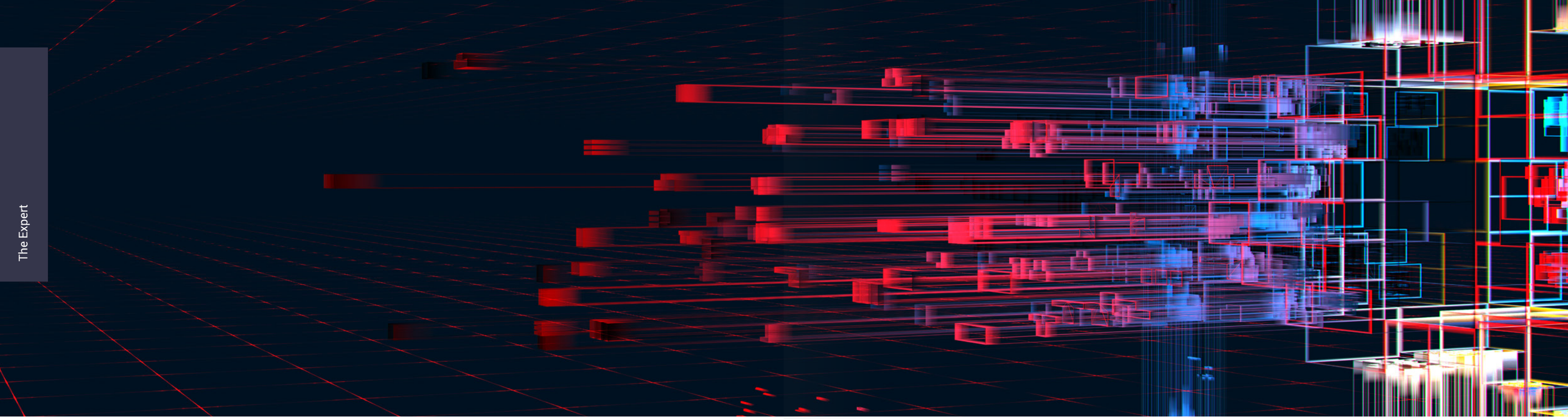
Simple Blockchain Technology Definition Table:	
Immutable:	Nothing can be deleted from the open ledger
Appendable:	New transactions can be added to the open ledger
Universally distributed:	Everyone has access to the same exact copy of the open ledger
Open ledger:	Is where all of the transactions are recorded

First, the Blockchain must be immutable. This means that nothing can be deleted from the open ledger. The Blockchain must also be appendable. For instance, records can always be added to the open ledger. The Blockchain technology allows an open ledger to grow while also ensuring records cannot be deleted. In addition, the Blockchain must be universally distributed so everyone can review the ledger and can monitor transactions made using the Blockchain technology. Finally, the Blockchain must also provide a digital open ledger that records transactions chronologically and publicly.

To help facilitate understanding of how fundamental components of the Blockchain work together, consider the following example. Let's imagine you live on the planet X with four other people. On this planet, there is one coffee shop that uses the Blockchain technology to track transactions. All four people who interact with the Blockchain on planet X have access to the open ledger since it is universally distributed. Because the Blockchain technology is both immutable and appendable, those who use the Blockchain on planet X are assured that transactions can be added and that no transaction can be deleted.

Now, to understand how a transaction works on the Blockchain, imagine all four people are in the coffee shop on planet X. For simplicity, let`s imagine the four people on planet X are named A, B, C and D. The shop owner D must choose how much to charge for a coffee. The three customers A, B and C must decide if they want to pay for the coffee. For instance, if customer A decides to buy a coffee from the owner D by using the Blockchain technology, a transaction on the open ledger will be recorded for A, B, C and D and can be examined later.

Assume that A buys a coffee from D for three credits. In this situation, A would create a message stating three credits were exchanged and then attach D's public key and sign it with their private key. Further, hashing would be used during the transaction between A and D, making it impossible to create another block within the Blockchain that uses the same hash. This will inform B and C that D is the owner of three additional credits, while also protecting A from malicious transaction tampering from D. Because the Blockchain relies on hashing, if D tries to raise the cost of coffee after the transaction to four credits, the hash will also change. Since A, B, C and D all have access to the open ledger, when D attempts to raise the price of coffee to four credits, validation issues will occur on the Blockchain. Since every block in the Blockchain ensures integrity by referencing the hash of the previous block, when D attempts to raise the price, the Blockchain will fail to validate the transaction of four credits and the ledger will resort back to its last state where the hashes between the blocks on the Blockchain were matching. In this situation, the initial transaction between A and D would be honored at three credits since that transaction data was relied upon and verified by the Blockchain.



This example shows how hashing is a critical component of the Blockchain technology. When A and D first made a transaction at three credits, a one-way hash that represents the transaction was generated. This hash is sixty-four characters long and changes unpredictably if any aspect of the information used to generate it is changed. Below is an example of hashing that the Blockchain technology uses:

Example of SHA-256 Hashing:	
Input	**Output**
3	4e07408562bedb8b60ce05c1decfe3ad16b72230967de01f640b7e4729b49fce
4	4b227777d4dd1fc61c6f884f48641d02b4d121d3fd328cb08b5531fcacdabf8a

Based on the example, if D changes the input from three to a four, the hash will change completely. This means that if D attempts to change the price from three to four credits, the hash that has already been introduced to the Blockchain will also change. However, this will not work since the ledger is open and universally distributed. Thus, A, B and, C will have matching open ledgers while D would have a ledger that does not match. The Blockchain technology through long-chain validation would only accept the original transaction.

Long-chain validation works within the Blockchain technology by always ensuring the longest existing validated chain which is being used. For instance, the Blockchain technology references the hash of the previous block for every newly generated block. In the example on planet X, once the hash was changed by D, a fork would occur on the Blockchain.

However, long-chain validation would determine that only the first transaction for three credits could be validated because blocks made after the three credit transaction would have referenced the unique hash created during the original three credit coffee purchase. Once D edits the original transaction data, the unique hash for that block within the Blockchain would change. However, the Blockchain technology would simply rely on its block to block validation structure to determine if the transaction for three units is valid, and a part of the longest validated chain of blocks on the Blockchain. The Blockchain technology allows you to trust someone without knowing them.

Blockchain technology used in financial services and healthcare industries

Due to the secure open ledger that the Blockchain technology provides, it is no surprise that both the financial services and healthcare industries have started using it. As many other industries, the financial services industry has adopted the Blockchain technology primarily as a way to promote efficiency and enhance existing operations. However, partially due to the popularity of cryptocurrencies like Bitcoin, many businesses in the financial services industry have been adopting the Blockchain technology to provide entirely new, creative revenue streams. By using the Blockchain technology, the healthcare industry has achieved to effectively manage clinical trial data and electronic medical records. Through its secure open ledger structure, the Blockchain technology provides a method of ensuring regulatory compliance and patient data security to those within the healthcare industry.

The Blockchain technology is important and exciting because it provides an appendable, immutable, universally distributed open ledger. Although the example used is simplified to make the Blockchain technology easy to understand, the Blockchain technology is not complicated. The Blockchain will continue to increase in popularity since it is fundamentally sound and can be used in any situation where transaction integrity is desired.

Business Continuity Related to Supply Chain Disruption

This article is a result of the efforts of the Supply Chain and Business Continuity Working Group of Club de la Continuité d'Activité (www.clubpca.eu), an association of risk management and business continuity professionals established in 2007.

In 2015, 500 risk managers and experts from 40 countries participated in the Top Ten survey of business risks in the EMEA zone. The survey results indicated that the risk of supply chain interruption is at the top of the list, with a 44% score.

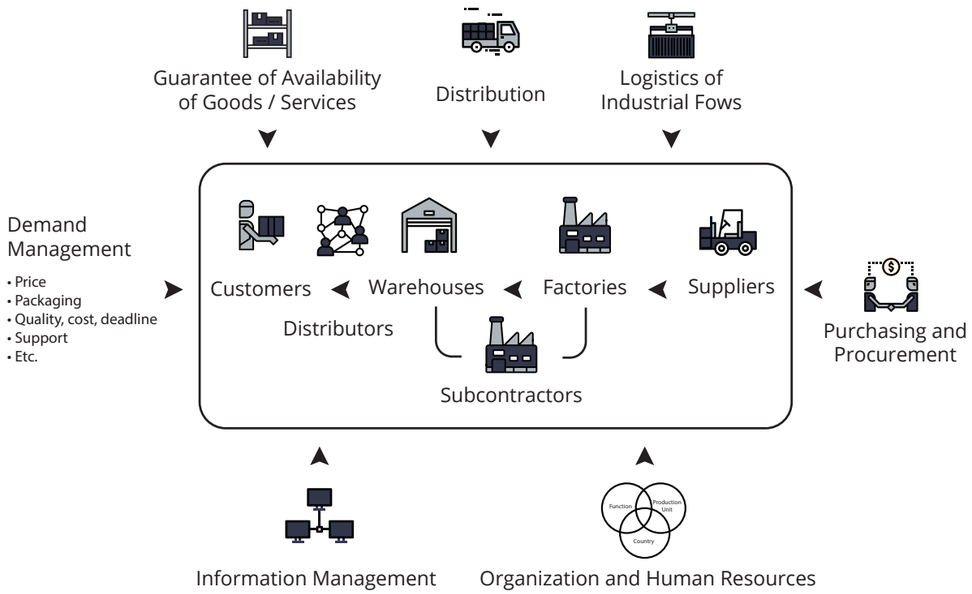
The Supply Chain is an economic value-based management system that aims to integrate customer satisfaction throughout every part of the creation process of a product or service, from the original supplier to the end customer. France Terme recommends that supply chain be translated in French by chaîne logistique (supply and customer requirements satisfaction chain).

A recent business interruption example illustrates the serious consequences: TOYOTA Japan (February 2016): Shutdown of all the production lines of its Japanese units from February 8 to 13, 2016, resulting in 84,000 vehicles lost due to a disruption of the supply of chassis parts and transmission systems provided by the steelmaker AICHI STEEL.

The general principles of business continuity applicable to the Supply Chain include identifying the critical functions and thus the resources and flows indispensable to assure them; assessing the risks; deploying and maintaining prevention and protection measures; defining the mechanisms to mitigate the absence or shortage of critical resources or flows; and preparing crisis management.

Relationship with business partners

The general strategy requires a good knowledge of the risks of the entire Supply Chain and the ability to take actions to limit them and ensure the continuity of essential activities. However, the Supply Chain stands out for its specificities, first by the presence of uncontrolled critical partners, and then by high vulnerability due to their multiplicity and the complexity of the distribution of their responsibilities.



How to control risks on the supply chain? Four business continuity strategies:

Strategy 1: Control the critical functions

Critical functions can be controlled by limiting the occurrence of unknown risks deriving from business partnerships and the impact severity of these risks by internalization of the critical functions using methods such as risk assessment and risk treatment.

This strategy can be conducted on a limited basis in certain fields (for example, internalization and repatriation to France of an activity in a country at risk), but has the major inconvenience of being very costly and mobilizing a lot of resources (delay in implementation, change management, process homogenization, alignment of information systems). This solution thus is adapted as a response to a very high risk that is not otherwise controllable.

Strategy 2: Distribute the risks

This is the most common approach, because it is the simplest to implement: multiplication of suppliers, multiplication of data processing centres, multiplication of storage points, etc., associated with mutual aid mechanisms to limit the costs of the business continuity plan. This strategy seeks mainly to limit the consequences of the risks while facilitating business continuity. It also allows a response to the "country" risk by having a presence in several countries.

This strategy thus is perfectly legitimate for certain risks such as natural risks, flood, fire, political crisis, supply disruption, and malicious action.

However, this strategy does not respond to the risks that may be common to different partners (health or social crisis, use by different suppliers of the same software or the same premises, disruption of the supply of strategic raw materials, etc.). It also does not respond to a case of strong dependencies between partners. In addition, by increasing the number of partners, this strategy increases the cost and the organizational complexities, creating thus other types of vulnerabilities.

Strategy 3: Integrate the partner risks

The optimum approach (when there is a strong will to conduct this strategy, when the financial and operational means are available, and when the psychological obstacles can be overcome) consists of developing a logic of partnership with its partners, in a spirit of transparency and with an extremely precise definition of the roles and responsibilities of each player. This can be established between the partners (ideal case) or through a trusted third party (in case of competition between the partners making transparency between them difficult).



This approach makes it necessary to define, make and apply Service Level Agreements (SLAs), strictly governing the operating modes and the terms of the partnership, particularly during the occurrence of risks and degraded operations.

Strategy 4: Transfer the risks to an insurer

It is necessary to frequently check if the insured risks are properly covered. However, the assumption of financial responsibility does not always provide the quick means of assistance required for business continuity. Note the development over the past five years of specific coverage for Supply Chain risks, and particularly for supply disruptions.

Today, a growing number of players (customers, insurers, rating agencies, Governments, shareholders, etc.) are becoming aware of the impacts in case of supply chain failure and are pushing for the deployment of Business Continuity Plans and the related management system.

About the Authors

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François TÊTE is an expert consultant in business continuity and crisis management (30 years of experience). He is the founder of a consulting firm in 1989 known as THERON, TÊTE & Associés- specialized in quality and business continuity, and the founder of the management software of Business Continuity Plan PARAD in 1994 - a leading software in France by the number of licenses sold. François TÊTE is also a honorary president of the Business Continuity Club, established in 2007 (www.clubpca.eu).

Jean Luc Lebascle

Supply Chain Consultant - ERMAFLOW, member of the Board of Directors of CCA

Technology



Is the Facebook Data Scandal a 'Game-Changer' in the World of Data Privacy?

Facebook's privacy issues have been at the forefront of public discussion over how the political data firm Cambridge Analytica gained access to personal information of approximately 87 million Facebook users worldwide (initially reported 50 million).

Facebook has come under intense scrutiny, and the outcry over data privacy has been so strong that Facebook CEO, Mark Zuckerberg bowed to pressure over privacy — by promising to take privacy more seriously and empowering Facebook users to protect personal data. Due to this privacy scandal, Facebook shares dropped nearly 10% this year and let's just say that investors have not been happy about this.

The scandal swirling around Facebook and Cambridge Analytica emerged after the data firm improperly harvested the information of millions of data users, identified target voter groups and designed targeted messaging to influence opinions and thus, impact the election course. This occurrence conveys the undeniable fact that Facebook did not adequately monitor the third-parties access to personal information, and the unauthorized usage of personal data has made users realize that over the years they have been generating a river of data that could be collected and harnessed easily.

The effects of the scandal have been significant forcing Facebook to make instant fundamental changes in regards to the third-party permissions of operating in its platform and also on its advertising practices.

But can these revelations be a sign that users need to abandon social network?

In wake of this privacy scandal, the #DeleteFacebook movement has been introduced in social media and many users have chosen to delete their accounts and many others are seriously considering deleting their accounts to protect their personal information from being abused. However, is the "fear that new media will be turned into weapons of total mind control" so strong that Facebook disappears permanently? Can users be sure that Facebook is going to make substantial changes in personal data handling? Does Facebook still possess data from deleted user accounts? These are some daunting questions, the answers of which we will and SHOULD know in the near future.

A report by USA Today has suggested that despite the account deletion, the social media giant and apps associated with it may still have access to personal data.

"When you're building something like Facebook that is unprecedented in the world, there are going to be things that you mess up," said Zuckerberg, in a conference call with reporters.

The social media giant has begun to alert all its users on whether their data might have been improperly used by Cambridge Analytica, by adding a link in their feeds where they can see what apps they use and what information they have shared with those apps. Also, users will have the chance to delete the apps they no longer use.

> "I've been working to understand exactly what happened and how to make sure this doesn't happen again," Zuckerberg wrote. "The good news is that the most important actions to prevent this from happening again today we have already taken years ago. But we also made mistakes, there's more to do, and we need to step up and do it," he added.

How has Facebook improved the privacy setting framework?

Following the intense criticism received, Facebook has redesigned its privacy framework in order to make the privacy settings and tools easier to find and use. The detailed changes were announced in Facebook's blog explaining updates such as:

Easier settings menu. The redesigned settings menu on mobile devices, where all the settings can be accessed in one place.

New privacy shortcuts menu. In this menu all information regarding privacy, security, and ads are more clearly explained and easier to find.

Access your information. A policy on accessing and managing the information such as posts, reactions, comments, and things users have searched for. Also, the option to delete the Facebook data that users do not want to share. Another added option is the ability to download all data shared with Facebook.

"There is no Trust without Transparency"

How is Facebook responding to GDPR privacy rules?

As we wonder whether it is worthy to give away our personal information in exchange for free content and the ability to interact with others, mishandlings of data privacy like the "Facebook scandal" further emphasize the importance of the new upcoming EU Regulation (GDPR) in preventing these types of data misuse practices. GDPR will affect all the companies who store or process EU citizen's data, including Facebook. The danger faced by Facebook is two-fold: 1. Getting compliant with GDPR means letting European users opt out, and 2. Violating GDPR mandates means being subject to fines of up to 4 % of annual global turnover. In incidents similar to the Cambridge Analytica, maximum fines could apply under GDPR. The GDPR's enforcement date is just a month away, and if Facebook fails to comply, it could face huge financial damage.

So far, Facebook has announced several privacy changes to comply with the new EU data privacy regulation. Even though GDPR applies only to EU citizens, it is having a strong effect on how US companies operate, specifically on those that handle EU citizens' data even when such data is not stored on EU-based servers.

Technology

Six Recommended Apps for Businesses

How many times have you heard the phrase "There's an app for that."? The truth is that there is an app for almost everything and in one way or another; these apps are making our everyday lives easier.

In the near future, apps are expected to become a regular and essential component of any type of business. According to Statista, more than 32 percent of the global population used a smartphone in 2017. Customers constantly want things to be easy, and this is making mobile apps more important than ever in the business environment.

For all types of businesses, apps are a great way to get and retain customers by offering them convenient access to information.



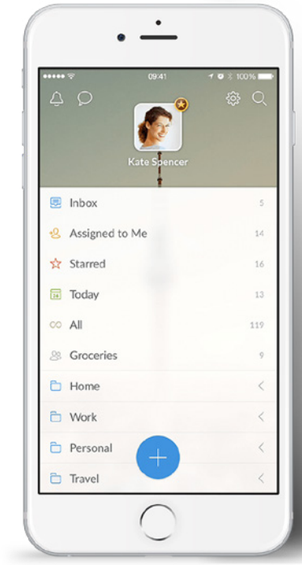
Among countless existing apps, general productivity apps, project management apps, and team communication apps are very important and are presented below.

1. GENERAL PRODUCTIVITY APPS

Wunderlist. Wunderlist is a very effective to-do list. It allows creating several task lists, setting deadlines, getting reminders and also sharing the lists and work with whomever you want.

Basic Wunderlist is free, whereas Wunderlist for Business is $4.99 per user per month. It is available for free on iPhone, iPad, Mac, Android, Windows, Kindle Fire and the Web.

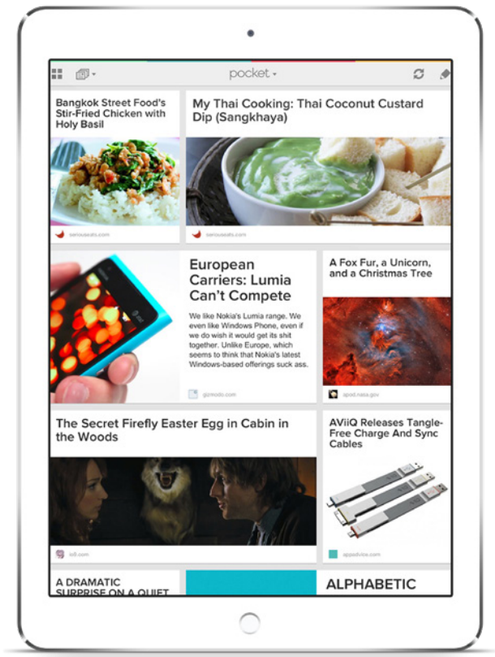
CHECK THE APP >



Pocket. Living in a very dynamic world, sometimes people do not have time to view something they find interesting at that very moment. Pocket allows users to save videos, articles, and whatever else they find online, and enables them to view them later. The advantage of Pocket is that accessing the saved content does not require an Internet connection and it can be used for free.

It is available on iPhone, iPad, Android, Kobo and the Web.

CHECK THE APP >



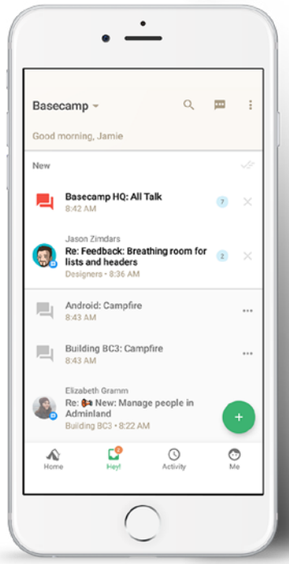
2. PROJECT MANAGEMENT APPS

Basecamp. Basecamp allows its users to easily create checklists, invite collaborators, chat within projects, attach files, track the progress and also create workflow calendars.

Basecamp charges per project instead of per-user because users are unlimited. Plans start at $24 per month for 15 projects, and go up to $150 a month for unlimited projects.

Basecamp is available on the web, iOS, Android, Mac, and PC.

CHECK THE APP >



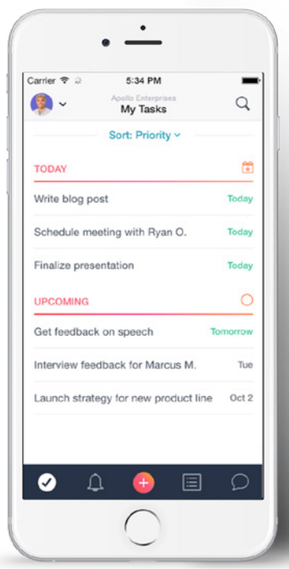
Asana. This app allows teams to track their work and has dashboard charts to monitor their progress visually. It also has the option to chat with team members involved in those tasks, assign due dates, attach documents or other files, and choose what kind of notifications to receive.

The app can also be integrated with multiple services, including Evernote, Google Drive, Box, Slack, MailChimp, WordPress, and ZenDesk.

Asana basic version is free for up to 15 users, however, the premium version starts at $9.99 per month.

It is available on App Store and Google Play.

CHECK THE APP >



3. TEAM COMMUNICATION APPS

Skype for Business. Skype for Business is a powerful collaboration platform, built to make meetings more productive and engaging. It can provide support to meetings with up to 250 people, including meeting recording, integration with Microsoft Office (Office 365 Business), chat, file transfer, and more.

If paid for one year, the price for Office 365 Business is $8.25 per user per month or $10 per user per month if paid on a monthly basis.

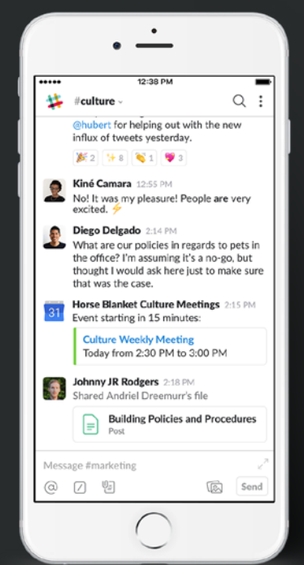
CHECK THE APP >



Slack. Slack is a platform that connects teams with the apps, services, and resources required to finalize their daily working tasks. It allows creating specific channels for particular projects or clients, and easily customizing notifications selected to be received.

The basic version of Slack is free for an unlimited number of users. However, for more advanced features, such as unlimited searches and app integration, the price starts at $6.67 per user, if paid annually, or $8 per user, if paid monthly.

CHECK THE APP >



The Standard

The New ISO 31000 Keeps Risk Management Simple

SOURCE: ISO



Damage to reputation or brand, cybercrime, political risk, and terrorism are some of the risks that private and public organizations of all types and sizes around the world must face with increasing frequency. The latest version of ISO 31000 has just been unveiled to help manage the uncertainty.

Risk enters every decision in life, but clearly, some decisions need a structured approach. For example, a senior executive or government official may need to make risk judgments associated with very complex situations. Dealing with risk is part of governance and leadership, and is fundamental to how an organization is managed at all levels.

Yesterday's risk management practices are no longer adequate to deal with today's threats and they need to evolve. These considerations were at the heart of the revision of ISO 31000, Risk management – Guidelines, whose latest version has just been published. ISO 31000:2018 delivers a clearer, shorter and more concise guide that will help organizations use risk management principles to improve planning and make better decisions. Following are the main changes since the previous edition:

- Review of the principles of risk management, which are the key criteria for its success
- Focus on leadership by top management who should ensure that risk management is integrated into all organizational activities, starting with the governance of the organization
- Greater emphasis on the iterative nature of risk management, drawing on new experiences, knowledge, and analysis for the revision of process elements, actions, and controls at each stage of the process
- Streamlining of the content with a greater focus on sustaining an open systems model that regularly exchanges feedback with its external environment to fit multiple needs and contexts

Jason Brown, Chair of technical committee ISO/TC 262 on risk management that developed the standard, says:

> “The revised version of ISO 31000 focuses on the integration with the organization and the role of leaders and their responsibility. Risk practitioners are often at the margins of organizational management and this emphasis will help them demonstrate that risk management is an integral part of the business.”

Each section of the standard was reviewed in the spirit of clarity, using simpler language to facilitate understanding and make it accessible to all stakeholders. The 2018 version places a greater focus on creating and protecting value as the key driver of risk management and features other related principles such as continuous improvement, the inclusion of stakeholders, being customized to the organization and consideration of human and cultural factors.

The risk is now defined as the “effect of uncertainty on objectives”, which focuses on the effect of incomplete knowledge of events or circumstances on an organization’s decision making. This requires a change in the traditional understanding of risk, forcing organizations to tailor risk management to their needs and objectives – a key benefit of the standard. Jason Brown explains: “ISO 31000 provides a risk management framework that supports all activities, including decision making across all levels of the organization. The ISO 31000 framework and its processes should be integrated with management systems to ensure consistency and the effectiveness of management control across all areas of the organization.” This would include strategy and planning, organizational resilience, IT, corporate governance, HR, compliance, quality, health and safety, business continuity, crisis management and security.

The resulting standard is not just a new version of ISO 31000. Reaching beyond a simple revision, it gives new meaning to the way we will manage risk tomorrow. As regards certification, ISO 31000:2018 provides guidelines, not requirements, and is therefore not intended for certification purposes. This gives managers the flexibility to implement the standard in a way that suits the needs and objectives of their organization.

Brown adds that the principle objective of ISO/TC 262 is to help organizations ensure their viability and success over the longer term, in the interests of all stakeholders, by providing good risk management practice. Because “failure to manage risks is inherently risking failure.”

Disclaimer: The articles are written by ISO and PECB has obtained the permission to publish them.





ISO 45001
All You Need to Know

Every day, thousands of lives are lost due to work accidents or fatal diseases linked to work activities. These are deaths that could and should have been prevented, and must be in the future. ISO 45001 aims to help organizations do just that. Here, Kristian Glaesel and Charles Corrie tell us how the new standard will bring safety to the front line.

SOURCE: ISO

Whether you are an employee, a manager or a business owner, you share a common goal – you don't want anyone to get hurt on the job. Improved productivity stems from ensuring people operate in workplaces that provide transparency and build trust throughout their operation and supply chain. In addition, responsible practices are becoming increasingly important to brands and reputations.

ISO 45001 is the new ISO standard for occupational health and safety (OH&S). It has become one of the most eagerly awaited standards in the world, and is set to drastically improve levels of workplace safety.

Given that ISO 45001 will become part of the business norm, regardless of whether organizations choose to adopt it or not, it's important for companies to stay abreast of the latest developments. ISO focus spoke to Kristian Glaesel, Convenor of the working group that developed the new standard, and Charles Corrie, Secretary of ISO/PC 283, to get the low-down on this highly anticipated standard.

What is ISO 45001?

K. Glaesel and C. Corrie:

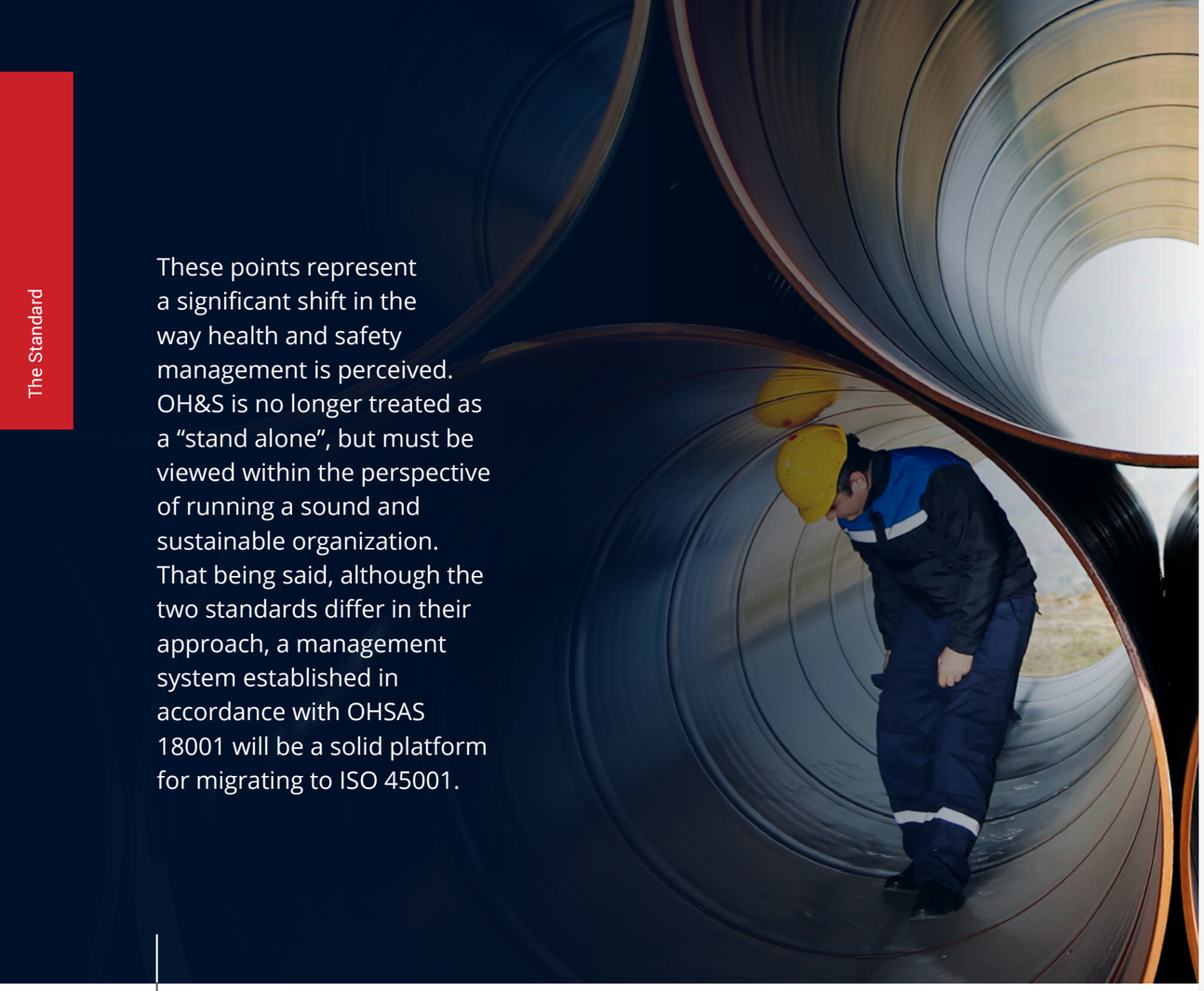
ISO 45001 is a milestone! As the world's first International Standard dealing with health and safety at work, ISO 45001, Occupational health and safety management systems – Requirements with guidance for use, offers a single, clear framework for all organizations wishing to improve their OH&S performance. Directed at the top management of an organization, it aims to provide a safe and healthy workplace for employees and visitors. To achieve this, it is crucial to control all factors that might result in illness, injury, and in extreme cases death, by mitigating adverse effects on the physical, mental and cognitive condition of a person – and ISO 45001 covers all of those aspects.

While ISO 45001 draws on OHSAS 18001 – the former benchmark for OH&S – it is a new and distinct standard, not a revision or update, and is due to be phased in gradually over the next three years. Organizations will therefore need to revise their current thinking and work practices in order to maintain organizational compliance.

What are the major differences between OHSAS 18001 and ISO 45001?

There are many differences, but the main change is that ISO 45001 concentrates on the interaction between an organization and its business environment while OHSAS 18001 was focused on managing OH&S hazards and other internal issues. But the standards also diverge in many other ways:

- ISO 45001 is process-based – OHSAS 18001 is procedure-based
- ISO 45001 is dynamic in all clauses – OHSAS 18001 is not
- ISO 45001 considers both risk and opportunities – OHSAS 18001 deals exclusively with risk
- ISO 45001 includes the views of interested parties – OHSAS 18001does not



These points represent a significant shift in the way health and safety management is perceived. OH&S is no longer treated as a "stand alone", but must be viewed within the perspective of running a sound and sustainable organization. That being said, although the two standards differ in their approach, a management system established in accordance with OHSAS 18001 will be a solid platform for migrating to ISO 45001.

I am certified to OHSAS 18001. How do I begin the migration?

When migrating from OHSAS 18001, several steps must be taken to "prepare the ground", so to speak, before the new management system itself can be established. If you follow the sequence below, you will be well on your way:

1. Perform the analysis of interested parties (i.e. those individuals or organizations that can affect your organization's activities) as well as internal and external factors that might impact your organization's business, then ask yourself how these risks can be controlled through your management system.
2. Establish the scope of the system, while considering what your management system is set to achieve.
3. Use this information to establish your processes, your risk evaluation/assessment and, most importantly, to set the key performance indicators (KPIs) for the processes.

Once you have adapted all the data to the tools of OHSAS 18001, you can reuse most of what you already have in your new management system. So, while the approach is quite different, the basic tools are the same.

What do I need to know if I am new to ISO 45001?

The answer depends on how much you know about ISO management systems. ISO 45001 adopts Annex SL, thus sharing a high-level structure (HLS), identical core text and terms and definitions with other recently revised ISO management system standards such as ISO 9001:2015 (quality management) and ISO 14001:2015 (environmental management). If you are already acquainted with the common framework, then much of ISO 45001 will seem familiar to you and you will just need to fill the "gaps" in your system.

If this is not the case, things could be a little more tricky. The standard is not easy to apprehend when you read it as a normal book. You have to realize all the interconnections between the specific clauses. My best advice would be to find a good training course to help you unlock the standard's full potential. You may also want to consider employing consultancy services to assist you in the process.

I have an integrated system certified to ISO 9001 and ISO 14001. How can ISO 45001 be used with other management systems?

ISO's common framework (the aforementioned HLS) for management system standards was deliberately developed to facilitate the integration of new management topics into an organization's existing management systems. For example, ISO 45001 is based fairly closely on ISO 14001 as we are aware that many organizations combine their OH&S and environmental functions internally.

How will ISO 45001 be used?

We predict that most organizations will use ISO 45001 to establish an effective OH&S management system, and just a few will want the extra recognition that comes with certification. There is no requirement to certify to an ISO management system standard. Simply having a formal management system in place will bring many benefits of its own through enforcing best practice. Certification is merely an added endorsement that demonstrates to external parties that you have achieved full compliance with a specific standard.

The benefits of ISO 45001 are endless when implemented correctly. While the standard requires that OH&S risks be addressed and controlled, it also takes a risk-based approach to the OH&S management system itself, to ensure that it is effective and that it is being continually improved to meet an organization's ever-changing "context". Moreover, it ensures compliance with current legislation worldwide. All these measures combined can establish an organization's reputation as a "safe place to work", bringing a host of corollary benefits, from reducing insurance costs to improving employee morale – all while continuing to meet your strategic targets.

Disclaimer: The articles are written by ISO and PECB has obtained the permission to publish them.

The Attention Deficit in the Workplace

THE ANSWER STARTS WITH YOU!



About the Author

Neen James is the author of Folding Time™ and Attention Pays™. For many years in a row, she has been awarded as one of the Top 30 Leadership Speakers by Global Guru for her collaboration with famous companies such as Viacom, Comcast and Abbot Pharmaceuticals.

Neen James
Author and Motivational Keynote Speaker
Sales and Leadership Coach

You are a role model to someone. The expression "tone at the top" is true. The example leaders demonstrate is often believed to be a requirement employees must follow. No matter what is written in policy handbooks or said aloud, the traits leaders demonstrate, others will implement as their own. Even though most leaders recognize this to be true, it is easy to forget how daily behavior is observed and actions are emulated.

According to the Information Overload Group, distractions cost US businesses $588 billion dollars in productivity each year. This makes me question how many of these distractions are derived from your leadership “tone” and daily work behavior.



When we use the word ‘leader’ we are referring to everyone, it doesn’t matter your title, responsibilities or what’s printed on your business card, everyone leads.

E-MAIL

- Do you expect immediate responses to emails sent?
- Do you pop into an employee's office, send a text or call them within 30 minutes without an answer?

PHONE CALL

- Do you always take phone calls regardless of what you are working on or who is in your office?

DEVICES

- Are you always seen carrying your cell phone?
- Have you interrupted meetings or allowed yourself to be distracted in order to respond to messages or alerts?
- Does your phone stay on and active throughout each work day?

AFTER HOURS

- Do you usually send or respond to emails or texts after work?
- Are you willing to interrupt your family time to take incoming work-related phone calls?

OPEN DOOR POLICY

- Are you known for walking into an employee's workspace unscheduled to discuss a project, question or need?

SCHEDULE

- Do you allow for an open schedule of time that anyone can take to meet their needs?
- Are you intentional about blocking off time throughout the day to work without interruption?

MEETINGS

- Do you accept every meeting invitation?
- Do you require an agenda before attending or does the invitation merely imply your required attendance?

PRIORITIES

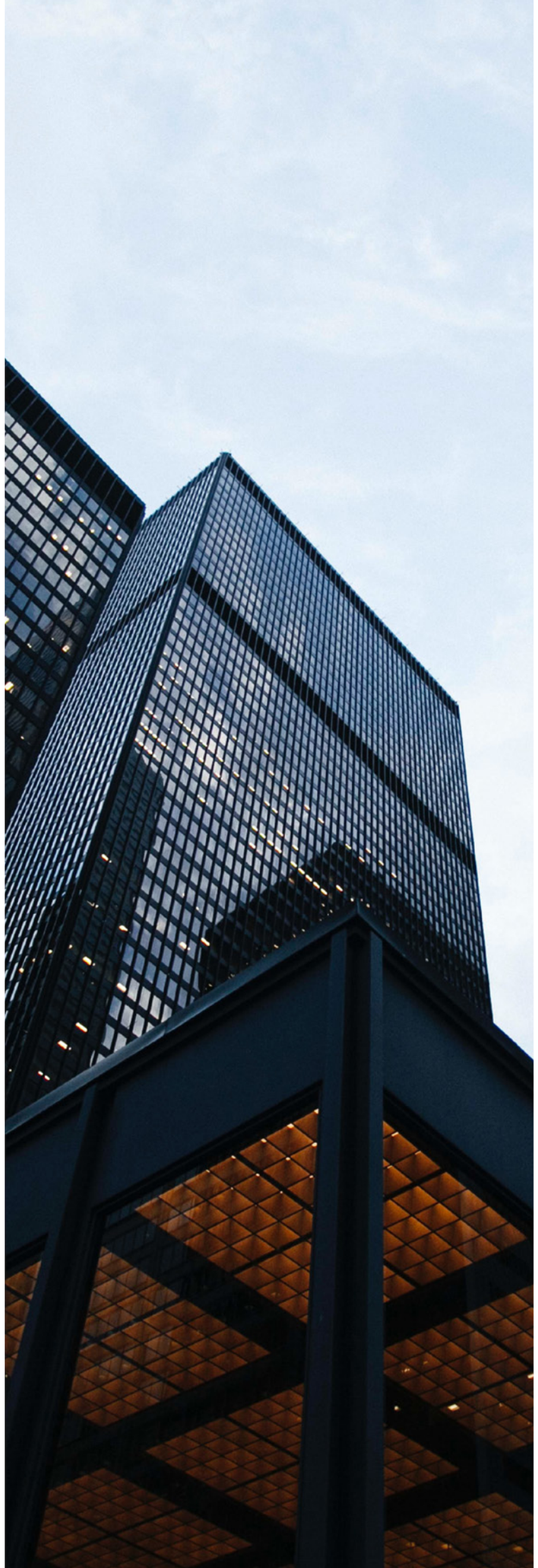
- As other departments or peers make demands on your time or request non-priority essential tasks, do you take on their requests without scrutiny?

UNANNOUNCED VISITS

- Are you known for walking into an employee's workspace unscheduled to discuss a project, question or need?

SOCIAL MEDIA

- Do you pop on social media to respond to posts and comments throughout the day?
- Do you use the internet frequently to share and communicate with others?



If you answered "Yes" to any of these questions (and I admit, I definitely did!), you are sending a message to your employees that the same is expected of them. If you are unable to allow yourself time to focus without interruption or if you are not proactively seeking ways to avoid disruption, others will fail to do so as well.

As the leader, you are the Attention Ambassador of your office. Lead by example. When you silence your phone, others will too. If you refrain from sending or responding to after-hours messages, others will feel permitted to do the same.

It is up to YOU as the leader to prioritize your time and demonstrate that your team can feel empowered to do the same. As a result, employee productivity will soar, engagement will skyrocket and so will the profits that follow suit. When employees feel free to say "no" to other's request for their time and attention, they can say "yes" to what matters most.

> Choose to lead by example. Be the role model. Be a true leader. Be aware of the example you set. Change the expectations and remember - Attention pays off.

To manage the Attention Deficit in the Workplace, we need to identify the enemy of our employee attention. There is a battle brewing in your office over your employees' attention.

The enemy is distraction.



Our workplaces are a littered land mind of distractions. It is a wonder how anyone manages to survive. Between open concept offices to technological interruptions, employees fight for their ability to pay attention, avoid distractions and say 'no' to demands for their attention. They feel overwhelmed, overstressed and overtired; spending countless energy being busy (we know that busy does not necessarily mean productive).

The stress distractions created in the workplace have long-term consequences to the individual's productivity and health as well as the company's bottom line. So how do you wage a war against your workplace distraction?

Consider the following aspects and determine where distractions can be destroyed - once and for all.

Employee Engagement: Leaders, take the time to get to know your employees by paying attention to their priorities – personally and professionally. Focusing on their needs and long term goals will encourage them to do the same for you and your organization. By investing in their priorities, they will reciprocate.

Identify Motivating Factors: Learn what makes your team tick. Do individuals on the team appreciate being recognized in front of peers, or do they prefer quiet thanks? Once you learn their preferred style of receiving accolades, make sure to frequently recognize their accomplishments, big and small. Reward your team based on their individual motivating factors and you will see the employee engagement skyrocket.

Office Structure: If you're seeking to give employees the benefit of a distraction free workspace, allowing them to think clearly and uninterrupted, consider touring your office and identifying potential challenges to their focus. Are coworkers too loud? Do employees have a place to go for a noise-free zone? Is the atmosphere conducive to clear and concentrated focus. Leaders can help their team drive productivity by identifying these challenges and working to improve them moving forward.

Technology-Free Time: If you want to boost productivity and profits, encourage employees to schedule times of day that are technology free. Allow them to send calls to voicemail, turn off emails, and work on tasks that require more concentrated focus. Leaders can set the tone for this type of work by blocking off times per day on the calendar to work distraction free.

Prioritize: Employees will achieve company goals and organizational priorities with great success when leadership keeps them clear and concise while reviewing them regularly with employees. By reiterating goals, leaders empower employees to say 'no' to requests for their time that conflict with objectives set forth by leadership. This ensures time is well spent by being dedicated on accomplishing what matters most.

Promote Breaks: Productivity increases when people take frequent, short breaks throughout the day. Encourage employees to get away from their desks throughout the day. Discourage them from eating at their desks and promote taking time off for vacation, rest and recovery. Their increased rest will create increased focus.

Maximize the Best Time of Day: Everyone has a time of day they focus and concentrate best. If you want employees to achieve higher daily productivity, encourage them to work on their most challenging tasks during the time of day they work best.

Place for
Relaxation Seekers

BARBADOS





Imagine dipping your feet into crystal clear waters, and mentally float away to the sounds of gentle waves and tropical breezes of Barbados – the most vibrant Caribbean island. As a place that offers a perfect blend of adventure, culture and history, Barbados for many of its' visitors becomes a once-in-a-lifetime memory that is cherished forever.

Every place in Barbados has a story, and every day in these places is an opportunity to discover something new. The beautiful beaches, the turquoise clear waters, the breathtaking views, the star-stunned nights, and the killer rum punch all contribute to making this place a great destination for those who seek to explore the unknown, and encounter culturally rich experiences.

Bajan food is a must. I found a lovely restaurant called Brown Sugar, which offered wonderful food and a perfect dining experience.

Caribbean music boasts many genres, most of which present an upbeat and festive atmosphere. You can get a great sample at Evah Blaze radio (get the app on Google Play and iTunes).





A splendid tropical experience

The "Relax you are in Barbados" sign, which I noticed as soon as I got out of the plane, marked the beginning of an adventure that I found myself completely immersed in.

Radisson Aquatica hotel, located close to Bridgetown in the Needham's Point peninsula, with its beautiful location right on the beach and a dining area located over the water, further enriched my visit to Barbados. Its' very friendly and helpful staff made me feel as I was staying at a friend's house. As I was waiting at the reception, there were 3 people waiting to be served and only 2 people were at the front desk. A lady approached me saying "It won't be long sir". I kindly replied, "Take your time, this is Barbados."

I was given a room with a fantastic view and I loved waking up every morning, pulling back the curtains and enjoying the view of the golden sand.

> As I opened the windows, I marveled at the postcard-worthy panorama in front of me. The sea was only a few feet away, and I could feel the ocean breeze and hear the sound of the waves.

Also, I had read about the racehorses bathing each morning right on the beach where the hotel was located, and it was absolutely lovely to wake up at 6 am to watch the horses, take pictures and just enjoy the moment.

The afternoons in Barbados could be spent enjoying the pools, swimming in the sea, or simply exploring every inch of this island. Also, a nice tour of the Careenage in Bridgetown capped a perfect afternoon. The rum punch drinks were a bonus.

A Life of Bleisure

I traveled to Barbados for business reasons, as I went to deliver an ISO 22301 Lead Implementer training for Massy Group employees, a huge corporation offering a variety of products and services, including retail, insurance, automotive, information technology, energy, and industrial equipment.

Delivering this 5-day training in this unique place gave me the pleasure of being able to perform my job, while seeing and experiencing a mind boggling array of different Caribbean delights. I always enjoy the opportunity to extend my business trips to also explore places like Barbados. What I enjoyed most was that every time Brian drove me to work, I was able to see different corners of Barbados and hear different stories.

I held on to the exquisite moments that I spent on this Gem of the Caribbean as we rode back to the Grantley Adams International Airport and I tried to relive this experience in my mind for a few moments before returning to reality.





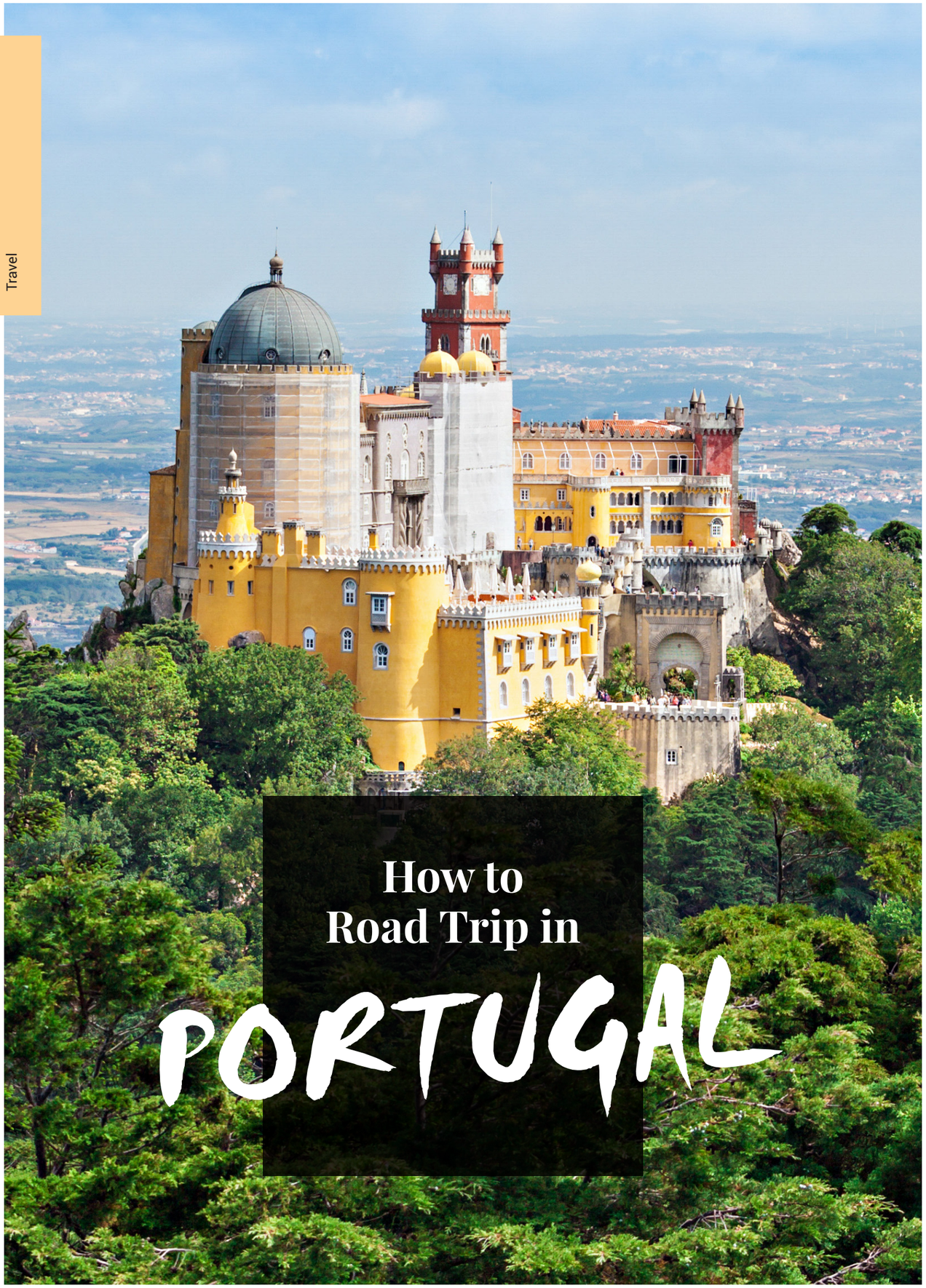
> My brief stay at Bridgetown, Barbados Island will always remain a treasurable memory, and if you will ever decide to visit this place, I would advise to value those little things and interactions, swim with wild turtles, drink some rum, enjoy every beach, dance with the locals, and explore every inch of this stunning island.

About the author



He is a recognized expert in the Business Continuity Management (BCM) field with over 28 years of experience covering the financial, telecommunication, pharmaceutical, manufacturing and distribution, and government sectors. Over the years, Denis has helped organizations in these sectors define, develop, implement, maintain, exercise, review and audit their Business Continuity Management System.

Denis Goulet
ISO 22301 Master, Certified PECB Trainer, CBCP, MBCI



BY ANA ISABEL MUNGUIA

the Sunny Side of this
TRAVEL & EXPAT BLOG

This article was originally published in www.thesunnysideofthis.com

Portugal may be small but it's filled with both big and beautiful surprises. Everything from the cuisine, the views, the sandy beaches, the great and cheap food to the hospitality and incredible weather will make you fall in love with this country.

If Portugal ranks high on your list of future travels, take note on these **5 must visit destinations** that will convince you to take that vacation once and for all.

1 Breathtaking Azenhas do Mar

Azenhas do Mar may not be a UNESCO Heritage site but its breathtaking natural landscapes are definitely worth visiting. At some point in the past, it was a fishing town, and now it's mainly visited during the summer. There is something about those houses mounted on top of the cliff that make you wish that view was your go-to summer getaway as well.

2 The Unique Cabo da Roca

In Cabo do Roca, an extremely beautiful sight that is equally as dangerous, you are a "leap" away from the American continent, given that this coast is the most western point of mainland Europe. It is advised to stay close to the fence since the winds blow unbelievably hard which in turn makes for some violent big waves. But the wind itself is what makes these cliffs to be undeniably stunning.

3 Enchanting Sintra

This charming town is best known for its Pena National Palace, a former Monastery turned into a vacation home for the kings of Portugal in the 18th and 19th century. The whole town used to be the rich's men summer getaway mainly due to its' beautiful scenery but also unique regional microclimate. This microclimate allows for a variety of exotic plants to grow easily. This means that the exotic and rare plants imported from all over the world blossom here without an issue. The town is now a UNESCO World Heritage site, and its' charm is very well preserved.

4 The world wonder of Boca do Inferno

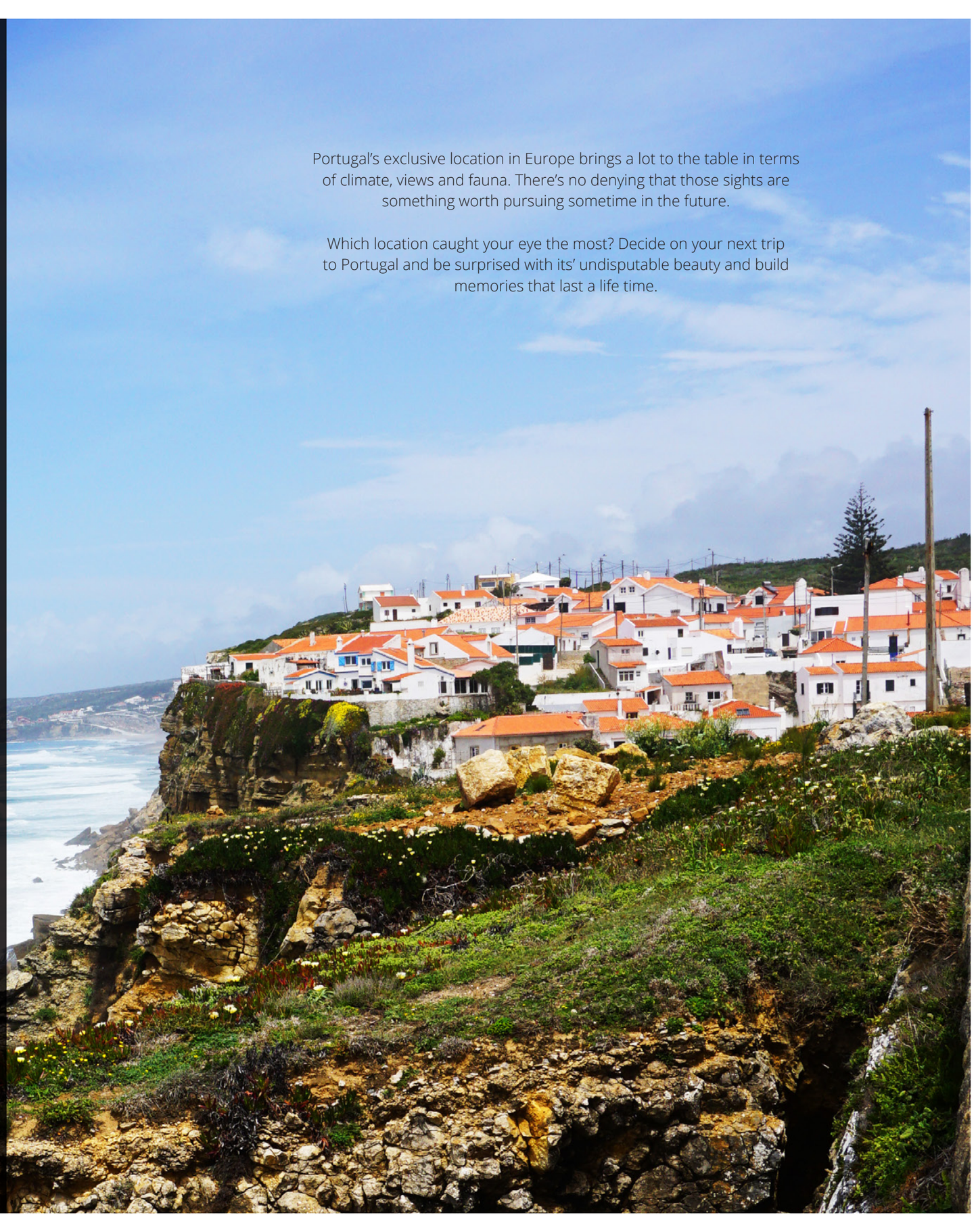
Another marvelous natural landscape in Portugal is Boca do Interno, or Mouth of the Devil in English. It is a chasm located in the seaside cliffs of the Sintra region. The waves blow through the other side of the abyss with such strenuous sound, which makes you wonder whether it was the sound that inspired the shocking name.

5 A luxury retreat to Cascais

Cascais is known to be the summer getaway for the wealthy after WII and it is still a popular destination among the British. You will be able to enjoy its' beautiful coastline that is fortunately really close to Lisbon. Actually, to be precise, less than a 30 minute tram ride. This is also the birth place of Santorini Gelateria, the oldest gelato place in Portugal, a must try while in Cascais.

Portugal's exclusive location in Europe brings a lot to the table in terms of climate, views and fauna. There's no denying that those sights are something worth pursuing sometime in the future.

Which location caught your eye the most? Decide on your next trip to Portugal and be surprised with its' undisputable beauty and build memories that last a life time.





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A taste of Frankfurt

This charming city is a combination of gothic buildings, innovative skyscrapers, a rich collection of museums and lively art, and cultural scenery which remains one of the top destinations. Not only is Frankfurt the largest financial district in the world, but it also attracts thousands of business travelers by hosting some of the world's most important trade fairs.

Valuable Event

PECB is committed to creating a unique experience for its network by offering a balanced mix of presentations, discussion time and opportunities to meet like-minded people.

This event also marked the new course launch, the ISO 20700 Foundation Course, designed to improve the quality of consultancy services and deliver a greater value to customers.

There is no doubt that the incredible event attendees brought a positive feeling to this event and PECB is proud to have inspired and experienced professionals in our global network.

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Books that Inspire

5 BOOKS RECOMMENDED BY FAMOUS CEOs

Books are real treasures of knowledge which spur imagination, ideas, and innovation. Do you ever wonder why buying someone a book is always a great gift? Because it is a valued and long-lasting gift!

Reading enables individuals to create new perspectives and concepts from those outside of their daily routines and learn about new skills or how to build on existing ones. Another admiring advantage of reading is that while readers image themselves in places or situations described in books, they uncover subjects they never knew they loved.

What the world`s most successful people have in common is that they spend a lot of time reading. Books that they read are usually self-improvement books, self-educating books, and autobiographies, as these books inspire and motivate them in their personal and professional lives.

Here we will present the 5-reading recommendations by the world-famous CEOs.



Bill Gates recommends

"Evicted: Poverty and Profit in the American City" by Matthew Desmond

This is a brilliant book by the American sociologist who portrays the story of lives of eight families in the poorest Milwaukee's neighborhoods, trying to get by in a system stacked against them. This incredible book transforms the understanding of extreme poverty and economic exploitation while giving solutions for the devastating, a unique American problem. The author expresses the humanity of as considered 'worthless people' and how hard they fight to maintain their dignity, humor, and compassion in poor living conditions.

Evicted is well worth reading for anyone who wants to better understand poverty in America. It is beautifully written, thought-provoking, and unforgettable."
- Bill Gates

Elon Musk recommends

"Superintelligence: Paths, Dangers, Strategies" by Nick Bostrom

In this book, the author presents how Artificial Intelligence could threaten humanity. This can be one of the biggest challenges for humans and be beyond their control. If the human brain will be surpassed by machine brains, the question is: Will this super intelligence save or destroy humans because the human brain has capabilities that other species don't? This greatly ambitious and original book directs our thinking towards the future of intelligent life.

It's "worth reading" Nick Bostrom's "Superintelligence," a book that makes the daring inquiry into what would happen if computational intelligence surpassed human intelligence"
- Elon Musk



Warren Buffett recommends

"The Intelligent Investor" by Benjamin Graham

This book is a truly powerful piece which provides the importance of referring to fundamental investing principles when making businesslike decisions and demonstrates how to develop long-term strategies. This book is great to be read by all investors who want to establish a sound investing plan. The original edition was revised by the financial journalist Jason Zweig, where he added a commentary providing a detailed understanding on how to apply Graham's principles. He suggested incorporating the condition of today's market while maintaining the integrity of existing text.

By far the best book on investing ever written."
- Warren Buffett

Jeff Bezos recommends

"The Remains of the Day"
by Kazuo Ishiguro

This book is a magnificent story of the generational change and socio-economic and political transformation that overtook England during the period between the two World Wars. The author portrays the story through the eyes of a middle-aged English butler wanting to express the ideals of his profession: service, composure, dignity, and discretion. The most remarkable aspect of the book is the writing itself.

If you read "The Remains of the Day", which is one of my favorite books, you can't help but come away and think, I just spent 10 hours living an alternate life and I learned something about life and about regret."
- Jeff Bezos

Mark Zuckerberg recommends

"Portfolios of the Poor"
by Daryl Collins, Jonathan Morduch, Stuart Rutherford, Orlanda Ruthven

This book explains thoroughly how the poor find solutions to their everyday financial problems. The authors conducted interviews with over 250 poor families in Bangladesh, India, and South Africa to understand how specific households manage their money. The interviews were conducted every 2 weeks over the span of one year. The stories of these families presented in this book are inspirational and surprising as they also reveal their experiences and methods on how to fight poverty. This book is engaging and enables readers to understand more about poverty and what can be done about it.

It's mind-blowing that almost half the world — almost 3 billion people — live on $2.50 a day or less. More than one billion people live on $1 a day or less. This book explains how these families invest their money to best support themselves. I hope reading this provides some insight into ways we can all work to support them better as well."
- Mark Zuckerberg

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