

## Risk Management and TC 262

Interview conducted for [isotc262.org](http://isotc262.org)  
with

**Jason Brown, Australia,  
new chair of TC 262**



Following due consultation BSI (the British Standards Institution) has nominated Jason Brown to be the next Chairman of TC 262. Jason took office after TMB confirmation on February 7<sup>th</sup>, 2017.

[isotc262.org](http://isotc262.org): *Jason you are the new Chairman of ISO/TC 262. We have presented your CV in our Information Release TC 262 IR 2016.07 but would like to know more about you – can you please tell us about your personal background.*

**Jason:** I will try to keep it brief, but it has been a long career with a range of interests to keep me sane. In particular art, antiques and contemporary music are a passion. I have lived in Australia for the majority on my life and had significant terms in Sydney, Canberra, Perth and now Melbourne. I have had extensive personal and professional travel in Europe and North America as well as short visits to various South East Asian Countries and the Pacific.

[isotc262.org](http://isotc262.org): *Where did you start your career and what brought you into risk management?*

**Jason:** I started my career as a counsellor in the Student Services area of the Institute of Technology in Sydney. While in this role, with the intention of becoming an academic, I was approached by a Commonwealth Government representative who was looking for people to better provide protective security for Commonwealth agencies.

This led to a career in the Federal Attorney General's Security Portfolio. It was here that my interest in risk management was born. This was before the ANZ4360 standard and I was one of a small team to determine a risk methodology for the allocation of resources for investigation, control and remediation of security threats in an environment where the threats were plentiful and resources allocations were competed for and scarce. It was on this analysis that resources were determined.

As planning for the Sydney Olympics developed an enhanced version of the methodology, with alignment to 4360, formed the basis of risk management for the Games. My risk management adventures continued in my continuing executive roles in the Defense Department and now Thales.

**isotc262.org:** *The outgoing Chairman, Kevin Knight, described getting the TC to work with a common purpose as one of his challenges as Chairman and the Standard losing relevancy as a major source of concern. What is your vision and what message do you want to give to the TC 262 community and to the Risk Management community as a whole?*

**Jason:** I think my vision is one where the understanding and application of Risk, Management Philosophy, Principals and Processes make a positive difference. The international team of TC262 should be the standard bearers for Risk Management.

My message is a simple one: The challenge for us all is to be constructively engaged and build risk management standards on experience, review and research.

**isotc262.org:** *At the Amman meeting of TC 262 we started a series of interviews with the heads of delegations asking them to explain risk management in their respective countries. What is your perception of risk management and ISO 31000 globally?*

**Jason:** There is great diversity once you get below the principles and framework and the quality of application is affected by experience and local condition. The global acceptance of ISO31000 is indicative of the benefits achieved from following the standard and its "open system" approach allows it to be effectively applied at multiple levels and in multiple national contexts.

Maintaining clear language and a supporting lexicon can provide us with a capacity to manage risk across nations and enterprises.

There remain opportunities for the continuing development of ISO31000 and related standards but it will take our risk management community to answer my challenge.

**isotc262.org:** *Risk is a topic that concerns many committees in ISO and in particular those dealing with Management System Standards considering that »determining risks and opportunities that need to be addressed« has become a mandatory clause for them. What do you think TC 262 can do to support other committees to ensure a harmonized view on Risk?*

**Jason:** Risk enters every decision in life but clearly some decisions need a structured approach. I would like to think that the local school teacher planning an excursion will conduct a risk analysis and put in appropriate controls but is not likely to need to do this

using anything other than the local rules, so a simple guide may be enough. On the other hand, a senior executive or government official may need to make risk judgements associated with very complex situations. It is here that the relationship of risk management, quality systems, governance and other management systems interact. I see risk management as a core component of a mature system of any successful enterprise.

More simply, we need active and effective liaisons with the Technical Committees working on related issues to reduce duplication and confusion. It is worth considering that these systems assist the enterprise to achieve its objectives, they are not the enterprise.

*isotc262.org: ISO Directives require Technical Committees to avoid redundant and contradicting standards. However recently many new standard development projects and committees have been initiated. Do you personally believe TC 262 has a sound strategy supporting the objective to avoid redundant and contradicting standardization?*

**Jason:** TC262 has a well drafted strategy document but the world has changed since it was written. Strategy should be a living activity and we are in a more volatile environment so it is time to revisit it. The strategy should be redeveloped with a clear risk management lens over its objectives. If we are to provide better risk management standards and guidance, which complements other standards work, actions and control measures to avoid redundancy and contradiction need to be put in place.

*isotc262.org: At the Amman meeting of TC 262 you initiated the establishment of an ad-hoc-group with the task of preparing the discussion of the future strategy for TC 262 at its next meeting. What is your vision of TC 262 in three years?*

**Jason:** TC262 and its members will be providing innovative and best practice standards and guidelines for managing risk at all levels and in all relevant domains of enterprise and nation.

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

**Jason:** ISO31000 was readily adaptable and clearly met a burning need, the need remains for those who have not adopted it, but for those who have, we need to learn from their experiences and bring that learning into our standards work. I mentioned above, there is a need to bring experience and research to the task. I will be looking to TC262 members to bring this approach forward and ensure that the learning and needs of their communities and nations are heard at the meeting in order to produce the optimal quality for the standards work.

isotc262.org: *In its meeting in Rio de Janeiro a year ago, TC 262 cancelled the revision of ISO Guide 73 and deferred the work item until the end of the revision of ISO 31000. What will be the future role of Guide 73?*

**Jason:** Guide 73 currently falls short of what I would expect from a document supplementing the standard. I would be looking to stimulate a debate about the future of the guide and consideration of a more encompassing approach to terminology such as a well-researched and attributed lexicon of risk management. I also see a need to develop this idea in conjunction with the work of IEC/ISO31010.

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

**Jason:** I welcome all those who are willing to contribute, but I would urge those with interest to first engage with their National Standards Body's mirror committee. There are also several bone fide risk management global and national institutions that are membership based rather than just commercial business. Seek them out.

And of course, contact the Communication Group via the website

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