



Sample Risk Reference Tables

Qualitative Measure of Consequence or Impact

Level	Rank	Injuries	Financial Loss	Interruption to Services	Reputation & Image	Operational Efficiency	Performance
1	Insignificant	No injuries	Less than \$50,000 or .025% of Operational Budget	Less than 1 hour	Unsubstantiated, low impact, low profile or no news item	Little impact	Up to 5% variation in KPI or objective
2	Minor	First aid treatment	\$50,000 to \$250,000 or .15% of operational budget	1 hour to 1 day	Substantiated, low impact, low new profile.	Inconvenient delays	5% to 10% variation in KPI or objective
3	Moderate	Medical treatment required	\$250,000 to \$3million or 2% of operational budget	1 day to 1 week	Substantiated, public embarrassment, moderate impact, moderate news profile	Delays in major deliverables	10% to 25% variation in KPI or objective
4	Major	Death or extensive injuries	\$3million to \$10million, or 6% of operational budget	1 week to 1 month	Substantiated, public embarrassment, high impact, high news profile, third party actions.	Non-achievement of major deliverables	25% to 50% variation in KPI or objective
5	Catastrophic	Multiple deaths or severe permanent disablements	More than \$10million, or more than 6% of operational budget	More than 1 month	Substantiated, public embarrassment, very high impact, high widespread multiple news profile, third party actions.	Non-achievement of major key objectives.	More than 50% variation in KPI or objective.



Qualitative Measures of Likelihood

Level	Descriptor	Example detail description	frequency
1	Rare	The event may occur only in exceptional circumstances	Less than once in 10 years
2	Unlikely	The event could occur at some time	At least once in 10 years
3	Moderate	The event should occur at some time	At least once in 5 years
4	Likely	The event will probably occur in most circumstances	At least once in 1 year
5	Almost certain	The event is expected to occur in most circumstances	More than once per year

Existing Controls

Level	Descriptor	Foreseeable	Example detail description
E	Excellent	More than what a reasonable person would be expected to do in the circumstances	Controls fully in place and require only ongoing maintenance and monitoring. Protection systems are being continuously reviewed and procedures are regularly tested.
A	Adequate	Only what a reasonable person would be expected to do in the circumstances.	Being addressed reasonably. Protection systems are in place and procedures exist for given circumstances. Periodic review.
I	Inadequate	Less than what a reasonable person would be expected to do in the circumstances.	Little to no action being taken. No protection systems exist or they have not been reviewed for some time. No formalised procedures



Risk Assessment Criteria Table

Consequence		Likelihood				
		1	2	3	4	5
		Rare	Unlikely	Moderate	Likely	Almost certain
1	Insignificant	1	2	3	4	5
2	Minor	2	4	6	8	10
3	Moderate	3	6	9	12	15
4	Major	4	8	12	16	20
5	catastrophic	5	10	15	20	25

Risk Acceptance Criteria Table

Level of Risk	Criteria for Management of Risk		Who is responsible?
1-3	Acceptable	With adequate controls	Operational Manager
4-5	Monitor	With adequate controls	Operational Manager
6-9	Management Control required	With adequate controls	Operational Manager
10-14	Urgent Management Attention	Only acceptable with excellent controls	Chief Executive Officer
15-25	Unacceptable	Only acceptable with excellent controls	Chairman of the Board

Approved date: ____/____/____

By (name): _____

Title: _____