

Risk rating	Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8	Column 9
1	2	3	4	5	6	7	8	9	10
	<p>Process exists to support the operation of core processes.</p> <p>Process failures would not immediately impact on the operation of core processes. Over time core processes would be impeded.</p> <p>No external cost of failure, minor internal inconvenience.</p> <p>No legislation implications of a failure to this process.</p>		<p>Process is a support for core processes. Process failure would lead to the organization's core processes working less efficiently. The organization is able to prevent an impact on external customers.</p> <p>No external failure costs. Noticeable internal costs of failure mitigation.</p> <p>No legislation implications or reputational risk.</p>		<p>Process is viable to the customer but is not part of the core product or service that they buy.</p> <p>Process failure would lead to customer irritation.</p> <p>Possible external financial costs associated with process failure.</p> <p>Any breaches of legal requirements unlikely to result in court appearance. Limited risk of reputational harm.</p>		<p>Process is part of the core delivery of products and services. Process failure may lead to customer dissatisfaction and rejection or complaint.</p> <p>Customer will be affected by the failure of the product or service including disruption of their operation.</p> <p>Likely warranty and/or replacement costs. Potential for additional penalties and customer legal action.</p> <p>Likely media reporting. Potential for reputational harm. Possible prosecution by enforcement authorities.</p>		<p>Process is vital for the organization. Failures in this process are likely to lead to customer disruption and significant customer dissatisfaction.</p> <p>The external cost of failure is likely to be high with risks to reputation and long-term sustainability of the organization. Customers are likely to take legal action to recover costs of products and services, any liquidated damages and other costs.</p> <p>The process/product/service is covered by legislation and process failures are likely to lead to the organization being prosecuted by national/international enforcement authorities with significant penalties.</p>
Occurrence									
1	2	3	4	5	6	7	8	9	10
	<p>Process is reliable. There is no evidence of the process ever having failed in the past.</p> <p>There are no significant changes to personnel working in the process. There are no changes to the process management team.</p> <p>There are no significant changes to activities within the process, including computer systems and ways of working. Any process changes have gone through a formal review and approval.</p> <p>Issues external to the process are unchanged. There are no significant changes to suppliers to the process. Customers of the process are unchanged.</p> <p>Recent internal and external audits have raised no issues.</p>		<p>Process is working well. There have been no significant failures within the process.</p> <p>No significant changes to key personnel in the process. No significant changes to the process management team. Any personnel changes have been carried out in a controlled manner. The process has been readjusted following changes.</p> <p>Any changes to activities within the process have been carried out in a controlled manner. The process has been validated and readjusted following the change.</p> <p>Any changes to suppliers to, and customers of, the process have been undertaken in a controlled manner. The changes have been validated and the process readjusted.</p> <p>Recent internal and external audits have raised no significant issues.</p>		<p>Process is generally working well. Process nonconformities have been identified. They have been dealt with effectively.</p> <p>There have been significant changes to key personnel in the processor in the process management team. Changes have been carried out in a controlled manner. The process has not been readjusted following changes.</p> <p>Any changes to activities within the process have been carried out in a controlled manner. The process has not yet been validated and readjusted following the change.</p> <p>There have been changes to suppliers to, and customers of, the process. The changes have not been validated or the process yet readjusted.</p> <p>Recent internal and external audits have raised significant issues.</p>		<p>Process is not working well. External nonconformities and customer complaints have been identified.</p> <p>There have been significant changes to key personnel in the process or in the process management team. Changes may not have been carried out in a controlled manner. The process has not been readjusted following changes.</p> <p>There have been significant changes to activities within the process. The process has not yet been validated and readjusted following the changes.</p> <p>There have been changes to suppliers to, and customers of, the process. The changes have not been validated or the process yet readjusted.</p> <p>Recent internal and external audits have raised significant issues.</p>		<p>There is evidence that the process is failing. One or more customer complaints has been raised relating to the process.</p> <p>There has been a significant loss of key personnel in the process or in the process management team. There are concerns that core competence and organizational knowledge may have been lost. Changes have not have been carried out in a controlled manner. The process has not been readjusted following changes.</p> <p>There have been significant changes to activities within the process. The process has not yet been validated and readjusted following the changes.</p> <p>There have been changes to suppliers to, and customers of, the process. The changes have not been validated or the process yet readjusted.</p> <p>Recent internal and external audits have raised significant issues.</p>
Detection rating									
1	2	3	4	5	6	7	8	9	10
	<p>Key parts of the process are self-checking.</p> <p>In-process checks are reliable. There is evidence of the checks identifying a small number of process nonconformities in the past. There is no evidence of failure after the process is complete.</p> <p>There are no significant changes to personnel working in the process with responsibility for the in-process checks.</p> <p>There are no significant changes to activities within the process, including computer systems and ways of working. Any process changes have gone through a formal review and approval.</p> <p>Issues external to the process are unchanged. There are no significant changes to suppliers to the process. Customers of the process are unchanged.</p> <p>Recent internal and external audits have raised no issues.</p> <p>The process is self-checking and will identify process nonconformities as they occur.</p>		<p>There are no self checks in the process.</p> <p>In-process checks are generally reliable. There is evidence of these checks identifying process nonconformities in the past. There is some evidence of nonconformities having been identified after the process is complete. This information is fed back to process managers and has resulted in improvements to the nonconformity detection processes.</p> <p>There have been changes to personnel working in the process with responsibility for the in-process checks.</p> <p>There have been changes to activities within the process, including computer systems and ways of working. Any process changes have gone through a formal review and approval. The changes have not yet been audited.</p> <p>Issues external to the process may have changed. There are changes to suppliers to the process. Customers of the process have changed.</p> <p>Recent internal and external audits have raised nonconformities.</p>		<p>There are no self checks in the process.</p> <p>There is evidence of in-process checks having identified process nonconformities in the past. There is further evidence of nonconformities having been identified after the process is complete. There is some evidence of repeat external nonconformities.</p> <p>There have been significant changes to personnel working in the process with responsibility for the in-process checks.</p> <p>There have been changes to activities within the process, including computer systems and ways of working. Process changes have not gone through a formal review and approval. The changes have not yet been audited.</p> <p>Issues external to the process may have changed. There are changes to suppliers to the process. Customers of the process have changed.</p> <p>Recent internal and external audits have raised nonconformities.</p>		<p>There are no self checks in the process.</p> <p>There is no evidence of in-process checks having identified process nonconformities in the recent past. There is evidence of multiple nonconformities having been identified by customers. There is evidence of repeat external nonconformities and customer complaints.</p> <p>There have been significant changes to personnel working in the process with responsibility for the in-process checks.</p> <p>There have been changes to activities within the process, including computer systems and ways of working. Process changes have not gone through a formal review and approval. The changes have not yet been audited.</p> <p>Issues external to the process may have changed. There are changes to suppliers to the process. Customers of the process have changed.</p> <p>Recent internal and external audits have raised nonconformities.</p>		<p>There is evidence that the process is failing. One or more customer complaints has been raised relating to the process.</p> <p>There has been a significant loss of key personnel in the process or in the process management team. There are concerns that core competence and organizational knowledge may have been lost. Changes have not have been carried out in a controlled manner. The process has not been readjusted following changes.</p> <p>There have been significant changes to activities within the process. The process has not yet been validated and readjusted following the changes.</p> <p>There have been changes to suppliers to, and customers of, the process. The changes have not been validated or the process yet readjusted.</p> <p>Recent internal and external audits have raised significant issues.</p>

