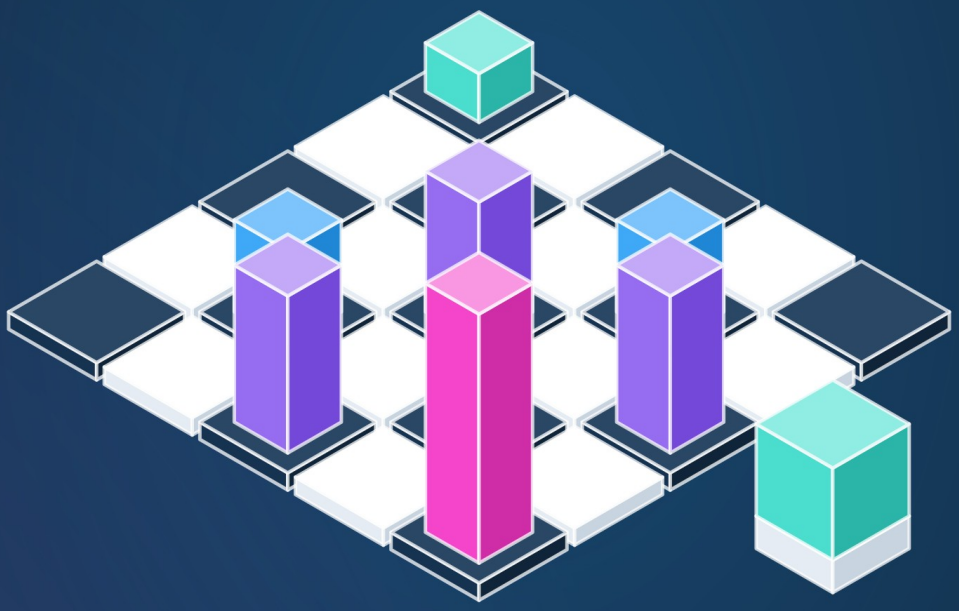
OPERATIONS INSIDER

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OPERATIONAL RISK MANAGEMENT QUICK START CHECKLIST

Score one plant in one hour, with a register you can point at.



NAME IT. RATE IT. DECIDE IT.

START HERE

How to Use This Check

One plant or one site, one hour with the plant manager and the people who run maintenance, logistics, IT and quality. Twenty-five statements, one number.

01 LOOK	02 SCORE	03 ACT
Open the real documents: the risk register, the assessment scale, the measure plan, the continuity plans and the last report to management. Do not score from memory.	Score each statement from 0 to 4. Without a register, a scale or a plan you can point at, the score is 2 or lower.	Pick the weakest block and agree one action with an owner and a date before you leave.

The Scoring Scale

POINTS	MEANING
0	Not in place.
1	Happens occasionally, depends on individuals.
2	Partly in place, not consistent across areas or topics.
3	Mostly in place and visible in the register.
4	Consistently in place, visible, reviewed and improved.

> **WHY A REGISTER AND NOT A FEELING**
>
> **Every plant knows its worst risks in the corridor. What is missing is the written form: a cause, an event, an effect, a number in EUR and in days, an owner and a date. Without it the loudest risk gets the money and the expensive one waits.**

Before You Start

- **Scope:** one plant or one site, including its buildings, its suppliers and its IT, not a single machine.
- **Evidence:** the register, the scale, the measure plan with cost and residual risk, the continuity plans, the exercise records and the last management report.
- **Tone:** you check the system, not the people. Ask how a risk is rated and reviewed, not who missed the last event.

THE CHECK

01 Risk Picture and Definitions

NO.	CHECK	SCORE 0 TO 4
01	A written definition says what counts as a risk in this plant (cause, event, effect) and what is only a concern, and the register follows it.	
02	Risks are collected from more than one source: a workshop with the people involved, a plant walk, your own disturbance and complaint data, and findings from audits or insurance surveys.	
03	The register covers all eight areas: equipment, people, suppliers and logistics, IT, energy and utilities, buildings, products and customers, and external events.	
04	Every risk names one owner who can act on it, not a department.	
05	Events of the last three years are in the register with the date and the loss they actually caused.	

02 Assessment and Priorities

NO.	CHECK	SCORE 0 TO 4
06	Probability and impact are rated on one written scale with values in EUR and in days of disruption, and the same scale is used for every risk.	
07	The impact is built from facts (days of stop, margin per day, recovery cost, penalties), and the calculation is written next to the number.	
08	The register shows an expected value per year for every risk, and the sum over all risks is known.	
09	A matrix with agreed thresholds decides which risks must be treated, which are monitored and which are accepted.	
10	Rare events with a severe impact are handled by their impact, not by their expected value, and they reach plant management.	

THE CHECK

03 Measures and Residual Risk

NO.	CHECK	SCORE 0 TO 4
11	For every risk above the threshold, the four options are considered in writing: avoid, reduce, transfer, accept.	
12	Every measure names the cost, whether it lowers probability or impact, an owner and a date.	
13	The residual risk after each measure is rated with the same scale and entered in the register.	
14	Measures are compared by cost against the expected loss they remove, and the order of work follows that comparison.	
15	Accepted risks are accepted by name, at a level that can carry them, with a date for the next review.	

04 Continuity and Emergency Preparedness

NO.	CHECK	SCORE 0 TO 4
16	The scenarios that would stop the plant are named: a key asset, a building section, the IT systems, a single source supply.	
17	Every scenario has a written plan with a target restart time, the first steps, the people to call and the resources needed.	
18	Alarm and reporting routes are posted, current, and known in every shift.	
19	Every plan is exercised at least once a year, table top or live, and the result is recorded with the time that was achieved.	
20	Findings from exercises and from real events change the plan within four weeks.	

THE CHECK

05 Register, Review and Reporting

NO.	CHECK	SCORE 0 TO 4
21	One register holds every risk with assessment, measures, owner, dates and status, and there is only one version of it.	
22	Every risk is reviewed at least once a year, and every risk above the threshold every quarter.	
23	Risks from projects, changes, new products and new suppliers enter the register when the change is decided, not after it.	
24	Plant management sees the risk picture at least twice a year with key figures and open measures, and makes the decisions it owns.	
25	A few key figures are tracked: expected loss, risks above the threshold, overdue measures, exercises done, and events that were in the register.	

Your Result

BLOCK	POINTS	OUT OF
01 Risk Picture and Definitions		20
02 Assessment and Priorities		20
03 Measures and Residual Risk		20
04 Continuity and Emergency Preparedness		20
05 Register, Review and Reporting		20
TOTAL		100

YOUR RESULT

Read the Number

The total tells you how much of your risk work is written down and decided. The weakest block tells you where to start.

TOTAL	WHAT IT MEANS	WHAT TO DO FIRST
0 to 39	Unwritten. Risks live in heads, and the money follows the last event.	Agree one definition and one scale. Run the collection round.
40 to 59	Listed. A register exists, ratings are words, nobody owns the measures.	Rate every risk in EUR and in days. Give every risk an owner and a date.
60 to 79	Managed. Risks are rated and treated, continuity plans are thin and untested.	Write the plans for the scenarios that stop the plant, exercise two.
80 to 100	Prepared. The register steers decisions and management sees the picture.	Hold the level. Bring change and project risks in at the decision.

Your Three Priorities

NO.	WHAT TO IMPROVE	FIRST ACTION	OWNER	DUE

THE RULE FOR EVERY ACTION

Owner and date, or it did not happen. Repeat the check after six months and compare the blocks, not the feeling.

What to Do Next

NEXT STEP	WHAT YOU GET
STARTER KIT	The guide for the first 30 days, plus the register and matrix workbook with scales, scores, expected values and the measure plan.
EXCELLENCE BUNDLE	The playbook, a two-day workshop pack, eight templates, the Excel system with supplier risk, continuity plans, exercises and key figures, and a workshop deck.

Both are available at operationsinsider.com.