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THE PANDORA PROJECT TEAM

PANDORA RISK MANAGER MANUAL



# THE PANDORA RISK MANAGER

The Pandora Risk Manager comes as a single user application, written in FileMaker-Pro. As it is a runtime version, it means that you can use it without actually having to run FileMakerPro on your PC.

We have kept this version of our software tool simple and straight forward; you don't have to be a wizz kid to use it.

This manual will guide you – step by step - through the software.

See Installation Notes

## STARTING WITH THE PANDORA RISK MANAGER

Once you have installed the program on your PC, it is ready to use.

- Start the program by double clicking the application icon.



Next you are requested to enter your username.

- Enter: Admin and click on 'OK'

There is no password required. If you prefer to use a password, just click on the button 'Change password' and follow the instructions.



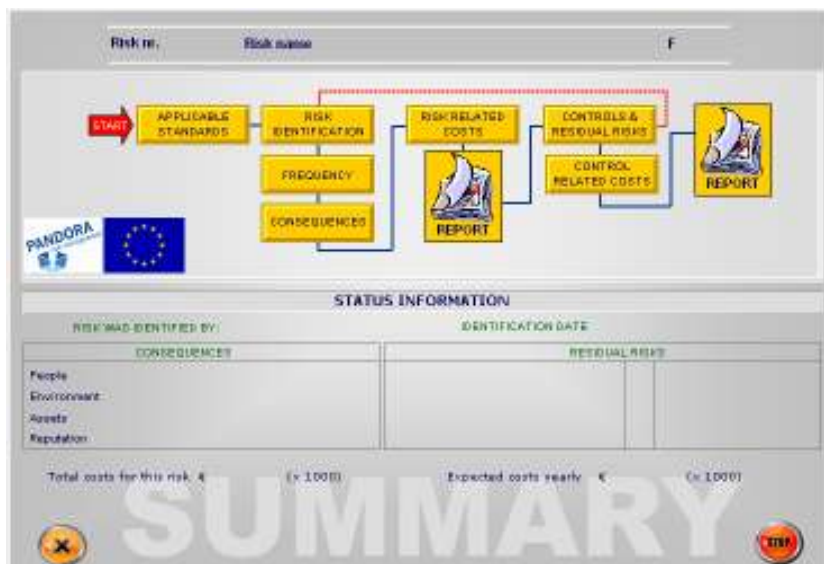
The Start-screen will appear



- Click on 'Start'.  
Now you will arrive at the Home-screen

## Getting started

- Click on 'Start'.  
Now you will arrive at the Home-screen

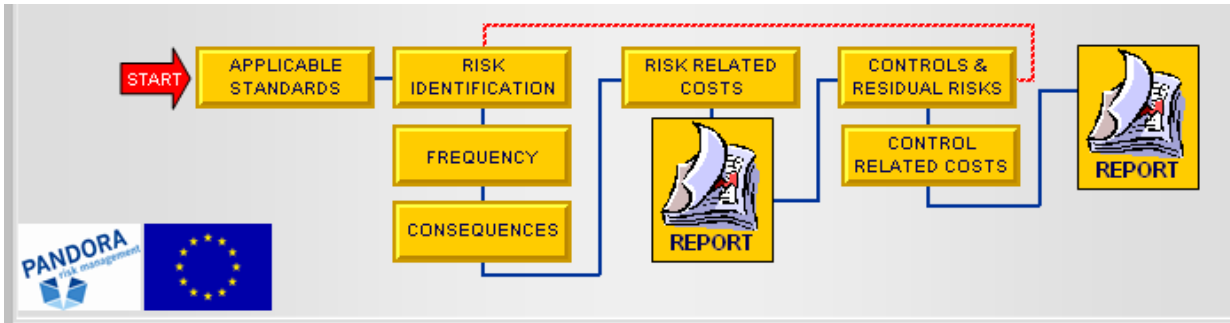


The top part of the screen offers an overview of the entire process. The bottom part will show the main results for each identified risk. As we have not input any data yet, it is understandable that this part of the screen is still empty. But don't worry, that will change.

Before we start using this application, we will explain the various process steps and their subsequent buttons that can be seen in this screen.

# The process steps

You are advised to follow the steps as shown in the top part of this screen, as it is the most logical approach. We will now offer a brief description of these buttons, following the preferred sequence.



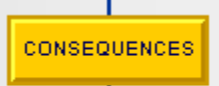
In many sectors various standards are applicable. For instance standards related to health and safety. Also many organisations are ISO certified. These standards invariably deal with risks and how to get rid of them. This button leads you to a screen where you can enter the standards that apply to your situation. Later on in the program you can relate those standards to specific risks.



This button leads you to a screen where you can enter some basic information about a risk.



Some risks happen on a daily base, others materialise once every 15.000 years. Before we take any action, we need to know the frequency of a particular risk. Please keep in mind that is not only the frequency that decides on the need for controls; but it sure plays a role in reaching any decision!



We have identified a risk and we have some idea about its frequency. Now we need to know what the consequences of this risk are. In this screen you can elaborate on those consequences. We use four risk areas: people, environment, assets and reputation. These risk areas proved effective in a wide range of companies. Why not 'costs' as a risk area? Well, simply because costs can be attributed to each of these four areas. Therefore we have a special screen.



This button brings you to the screen where you can enter the costs related to this risk; specified for each risk area. As we already know the estimated frequency, the program makes an 'educated guess' about the average yearly costs due to this risk.



This button leads you to a screen where a few reports are available. The first one concerning the identification and assessment of risks, the second one concerning the controls.

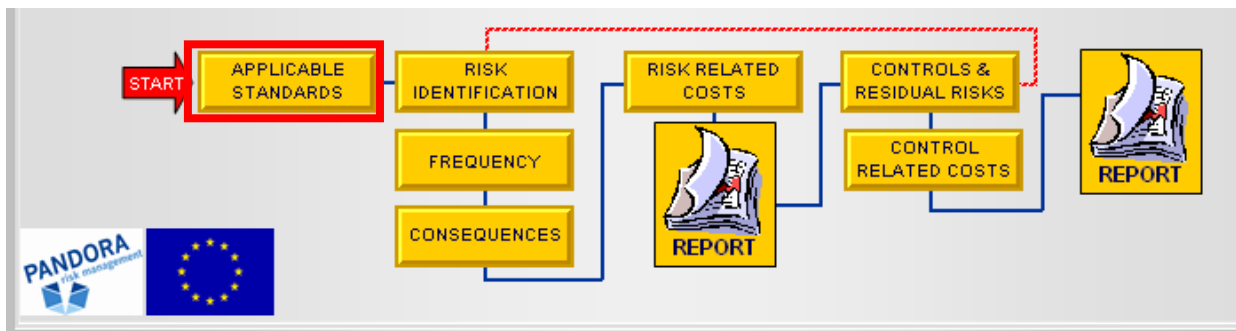


This button leads you to a screen where you can allocate controls to a risk. As controls are rarely 100% perfect, you now also have to assess the residual risk. If that still remains a problem, you should treat this residual risk as a new risk.



Controls always come at a price. Of course 'money is not everything', but it is sure something to keep in mind. In this screen you see the costs related to this control: costs for design as well as for maintenance.

# APPLICABLE STANDARDS



In many sectors various standards are applicable. For instance standards related to health and safety. Also many organisations are ISO certified. These standards invariably deal with risks and how to get rid of them. This button leads you to a screen where you can enter the standards that apply to your situation. Later on in the program you can relate those standards to specific risks.

□ Click on 'APPLICABLE STANDARDS'.

In the screen that appears now, you can enter the standards that are applicable.

This can be done in various ways:

1. You can click on the button 'Default'.

Now three of the most popular standards are entered automatically: ISO-9001. ISO-14001 and OHSAS.



2. You can enter the standards by typing their names in these fields.

3. Do both: click 'Default' and adjust the content manually.

To continue you can click on the 'Home' button which leads you to the Home-screen. From there you can move on to the Risk Identification-screen.

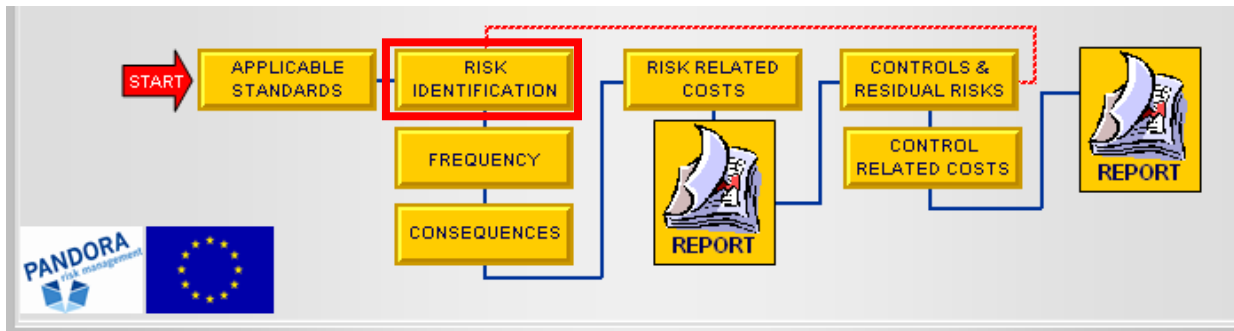
To get there you could also click on the button 'To risk ID'.

For now, we prefer to use the 'Home' button.

**NOTE:**

Don't change these standards once you have started on using them further on in the program. If you would do so, the references you may have entered by then would loose their meaning.

# RISK IDENTIFICATION



This button leads you to a screen where you can enter the basic information about a risk.

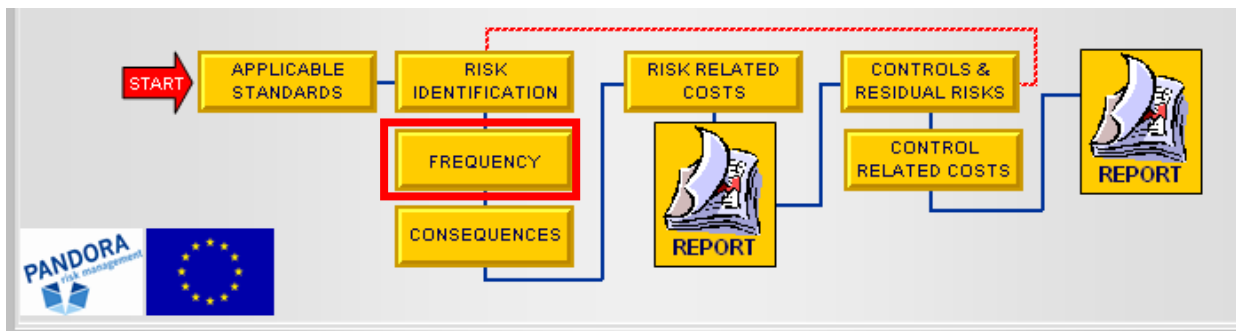
□ Click on 'RISK IDENTIFICATION'.

In the screen that appears now, you will enter:

- 1 top right: the date this risk has been identified (= brought to your attention)
- 2 during what action this risk is to be expected
- 3 name of the risk
- 4 give the risk a number (you are free to use any kind of numbering)
- 5 description of the risk and the circumstances.

To continue you can click on the 'Home' button which leads you to the Home-screen. From there you can move on to the Frequency-screen. To get there you could also click on the button 'To Frequency'. For now, we prefer to use the 'Home' button.

# FREQUENCY

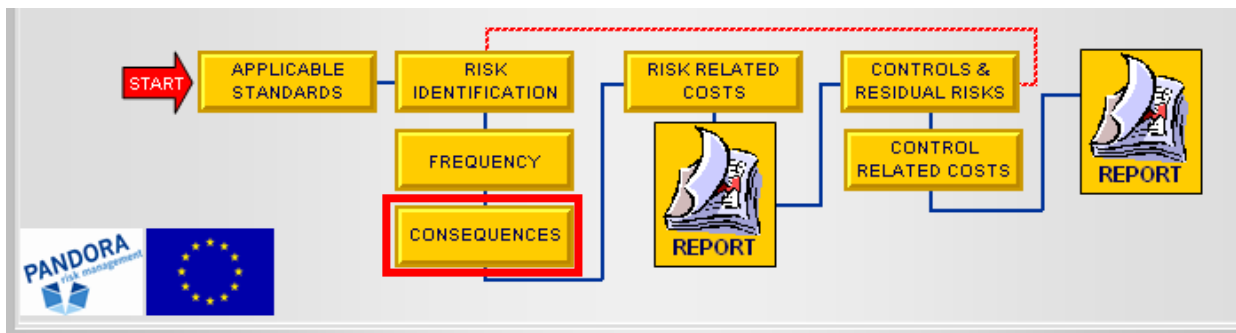


Some risks happen on an almost daily basis, others materialise once every 15.000 years. Before we take any action, we need to know this frequency. Please keep in mind that is not only the frequency of a risk occurring that decides on the need for controls; but it sure plays a role in reaching any decision!

- Click on 'FREQUENCY'.  
In the screen that appears now, you have to enter information about the frequency.
- Select the appropriate frequency by clicking the appropriate button (0 to 4).  
In our example we suggest that this specific risk may become reality two or three times each year (during yearly maintenance and when problems occur.) Therefore we click on button-3: 'Several times per year'.
- Enter the estimated frequency per year.  
In this case we entered '2'.

To continue you can click on the 'Home' button which leads you to the Home-screen. From there you can move on to the Consequences-screen. To get there you could also click on the button 'To consequences'. For now, we prefer to use the 'Home' button.

# CONSEQUENCES



We have identified a risk, we have some idea about its frequency. Now we need to know what the consequences of this risk are. In this screen you can elaborate on those consequences. We use four risk areas: people, environment, assets and reputation. These risk areas proved effective in a wide range of companies. Why not 'costs' as a risk area? Well, simply because costs can be attributed to each of these four areas. Therefore we have a special screen for costs.

- Click on 'CONSEQUENCES'.  
Now a screen appears, showing various tabs: a summary tab (on top) followed by tabs for each risk area.



In this manual we are only going to demonstrate the tab 'People'. Without further discussion we will also enter the required information on the other risk areas, to make sure that we have something to discuss later on.

- Click on the tab 'PEOPLE'.  
Under this tab you have to enter the information about the (possible) consequences for people.

Of course it could always be possible that we are working on a low pressure pipe line for drinking water. That can hardly constitute a risk to worry about, unless it happens in the direct vicinity of high voltage electricity installations.


So to make it a bit more serious, we assume that this pipeline was used for transportation of toxic fluids. If a mistake has been made by not taking away the pressure, there are serious risks involved. But even if the pipe line has already been disconnected, the remainder of the material in the pipe line may have been building up pressure and toxic gasses due to high temperatures etc.

- Enter the description of possible consequences.  
Here we entered: 'Contact with highly toxic materials'.

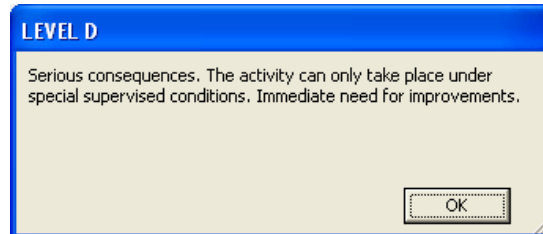
## CONSEQUENCES (continued)

- *Select the severity of the consequences: The amount of Mischief (AOM).*

In this case we selected the fourth option (D) by clicking on the pink rectangular button. 

In case you want to know what this is about, just click on: 

Now an information screen appears, describing the severity in general.



(You can do that for each option in case you want to compare them.)

Once you have entered the AoM, a simple calculation, performed in the background offers a **suggestion** regarding the question: do nothing or opt for treatment? This suggestion is shown at the bottom of the screen (in red).



- *Enter references to your internal documentation regarding the applicable standards.*  
This is not mandatory, but it sure will help if you intend to use this tool for certification means.
- *Treat the three remaining tabs likewise.*

Once you are done, you will find a summary of decisions and suggestions on the first tab. We have entered this information already and on the next page you'll find the results as shown on the 'Summary' tab.



You can now enter information for the remaining three risk areas.

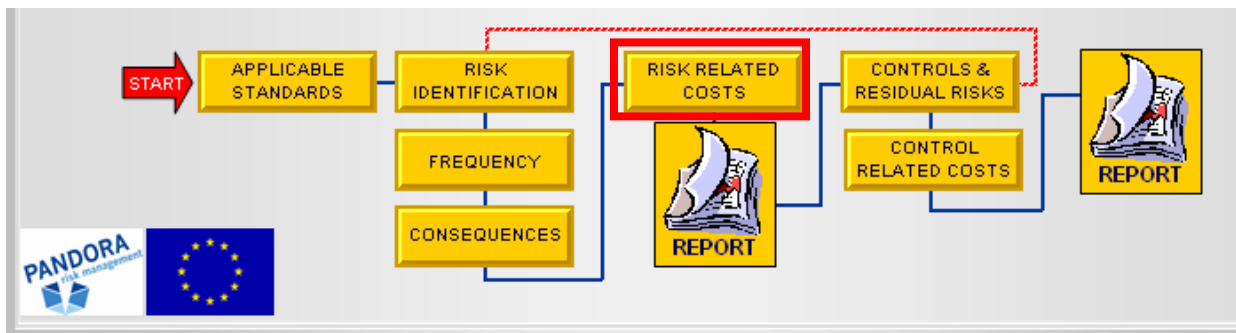
When all risk areas have been dealt with, you can enter information on the costs related to this risk.

To continue you can click on the 'Home' button which leads you to the Home-screen. From there you can move on to the Costs-screen.

To get there you could also click on the button 'To Costs'.

*We for now, follow the first route; we'll click on the home button.*

# RISK RELATED COSTS



*This button brings you to the screen where you can enter the costs related to this risk; specified for each risk area. As we already know the estimated frequency, the program makes an 'educated guess' about the average yearly costs due to this risk.*

- Click on 'RISK RELATED COSTS'.

The screen that appears now, shows a lot of information you have already entered. Now you have to make an estimation about the costs you will face when this incident occurs.

- Enter the expected cost per risk area.

In our example we entered the following costs (in €)

| Risk area   | Description                      | Estimated costs |
|-------------|----------------------------------|-----------------|
| People      | Temporary replacement            | 3000            |
| Environment | Restoration activities           | 5000            |
| Assets      | Delay in production              | 8000            |
| Reputation  | Intensified internal information | 1000            |
| Total       |                                  | 17000           |

Of course, these costs are far from complete. We did not mention trouble with the labour inspectorate resulting in a fine. Neither did we mention the fact that the price for insurances may go up when this happen on a regular base, nor did we elaborate on the reactions of your clients when, again, the delivery of goods is postponed.

In reality all the numbers may be quite different. But one thing is sure: most risks that become reality are far more expensive than we may think at first glance. And keep in mind: that where your profits are going down the drain.

But even so, in this example the total costs per incident amount already to € 17.000,- And still it gets worse. Remember we estimated the frequency on twice each year? It is getting more expensive by the minute!

**RISK RELATED COSTS**

Risk nr. 1      Risk name: pipe line under pressure      F 3

| PEOPLE   | ENVIRONMENT  | ASSETS  | REPUTATION  |
|--|--|---|---|
| <b>CONSEQUENCES</b>  |  |   |   |
| Exposure to toxic fluids and gases.  | Emission of toxic material like gravel and oil.  | Possible slight delay in production.  | Some discontent among employees.  |
| <b>URGENCY</b>   |  |   |   |
| <b>High</b> Serious situation. Take immediate action. Less implementation: identified supervision. | <b>High</b> Consequences for service to be ignored. Take action immediately. Check: extra supervision. | <b>High</b> High frequency of the occurrence may have a negative impact on reliability of the process. Adjustments. | <b>High</b> High frequency of the occurrence may - in the long run - have a negative impact on the reputation of the... |
| <b>DETAILED COSTS PER OCCURRENCE (x €1000)</b>   |  |   |   |
| Temporary replacement: 4,00  | restorative activities: 5,00   | delay in production: 9,00   | relocated internal info: 1,00   |
| Total: 4,00  | Total: 5,00  | Total: 9,00   | Total: 1,00   |
| <b>TOTAL COSTS FOR THIS RISK € 19,00 (x 1000)</b><br><b>EXPECTED COSTS YEARLY € 38,00 (x 1000)</b> |  |   |   |

RISK AREA & COSTS

At the bottom of this screen you see (in red) the costs per incident and the expected costs per year, based on the average we entered in the Frequency-screen.

We now have finished our risk assessment. Lets us look at the Home-screen

- [Click on the Home-button.](#)

Risk nr. 1      Risk name: pipe line under pressure      F 3

**STATUS INFORMATION**

RISK WAS IDENTIFIED BY:      IDENTIFICATION DATE: 28-3-2010

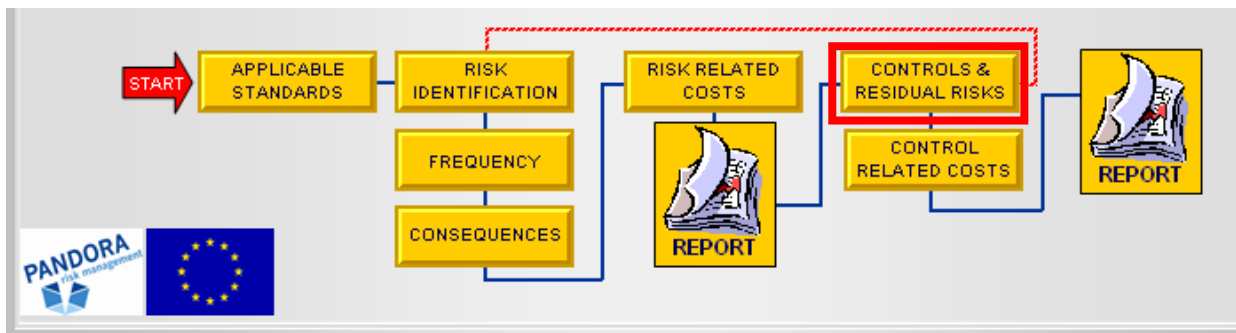
| CONSEQUENCES                                | RESIDUAL RISKS |
|---|----------------|
| People: D - IMMEDIATE ACTION AND ADDITIONAL |                |
| Environment: E - IMMEDIATE ACTION REQUIRED  |                |
| Assets: B - ACTION REQUIRED; ADDITIONAL     |                |
| Reputation: B - ACTION IN DUE TIME          |                |

Total costs for this risk € 19,00 (x 1000)      Expected costs yearly € 38,00 (x 1000)

SUMMARY

As you will see, in the lower part of the screen summary information is written. It is now time to deal with the required controls.

# CONTROLS & RESIDUAL RISKS



This button leads you to a screen where you can allocate controls to a risk. As controls are rarely 100% perfect, you now also have to assess the residual risk. If that still remains a problem, you should treat this residual risk as a new risk.

- Click on 'CONTROLS & RESIDUAL RISKS'.  
The next screen appears:

### SELECTION OF CONTROL(S)


Risk nr. 1      Risk name pipe line under pressure      F 3

|   |   |  |  |  |  |  |
|---|---|--|--|--|--|--|
| Control nr. <input type="text"/>  | Control title <input type="text"/>  | Control code <input type="text"/>  |  |  |  |  |
| <b>Type of control</b><br><input type="checkbox"/> None<br><input type="checkbox"/> Avoidance<br><input type="checkbox"/> Outsourcing<br><input type="checkbox"/> Physical<br><input type="checkbox"/> Competence<br><input type="checkbox"/> Regulations | <b>Description of the control(s)</b><br><input style="width: 100%; height: 40px;" type="text"/> | <b>Supporting documents</b> <i>drag &amp; drop</i><br><table border="1" style="width: 100%; height: 40px; border-collapse: collapse;"> <tr> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> <td style="width: 25%;"></td> </tr> </table> |  |  |  |  |
|   |   |  |  |  |  |  |
| <b>Implementation date</b> <input type="text"/>   |   |  |  |  |  |  |

| INITIAL SITUATION   | AoM | SITUATION AFTER ALLOCATION OF CONTROLS                                      |
|---|-----|---|
| Consequences  |     | Residual risk   |
| <b>PEOPLE</b><br>Exposure to toxic fluids and gasses.               | D   | <input type="checkbox"/> Acceptable <input type="checkbox"/> Not-Acceptable |
| <b>ENVIRONMENT</b><br>Emission of toxic material to ground and air. | C   | <input type="checkbox"/> Acceptable <input type="checkbox"/> Not-Acceptable |
| <b>ASSETS</b><br>Possible slight delay in production.               | B   | <input type="checkbox"/> Acceptable <input type="checkbox"/> Not-Acceptable |
| <b>REPUTATION</b><br>Some discomfort among employees.               | B   | <input type="checkbox"/> Acceptable <input type="checkbox"/> Not-Acceptable |

CONTROLS

As we have a lot of information to enter, we'll walk through this screen step by step

| SELECTION OF CONTROL(S)  |  |               |  |              |       |
|--|--|---------------|--|--------------|-------|
| Risk nr.   | 1  | Risk name     | pipe line under pressure   | F 3          |       |
| Control nr.  | 01   | Control title | pre-testing  | Control code | pl 01 |
| <b>Type of control</b>   | <b>Description of the control(s)</b>   |               | <b>Supporting documents</b> <i>drag &amp; drop</i>                                 |              |       |
| <input type="checkbox"/> None<br><input type="checkbox"/> Avoidance<br><input type="checkbox"/> Outsourcing<br><input type="checkbox"/> Physical<br><input type="checkbox"/> Competence<br><input checked="" type="checkbox"/> Regulations | Every pipe line that is to be worked on, has to be tested (drilled & plugged) before a work permit is issued. The time span between testing and the start of the actual activities should be less than 2 days. |               |  |              |       |
|  |  |               | Implementation date  | 28-2-2010    |       |

*This button brings you to the screen where you can enter the costs related to this risk; specified for each risk area. As we already know the estimated frequency, the program makes an 'educated guess' about the average yearly costs due to this risk.*

- Enter a number for the control.*
- Give the control a name/title.*  
Please keep this short and to-the-point.
- Select the type of control.*  
As we are talking about 'work permits' that often seem to be a mixture of procedures and work instructions, it is clear that the type of control is 'Regulating document'.
- Describe the content of this control.*  
In this case it is mandatory that an expert has to drill a small hole in the pipe line to check for pressure. Once the check has been performed, the pipe line has to be plugged again.
- Add supporting documents.*  
If documents are electronically available, you can drag them to this database. Maybe an instruction on the type of drilling. Maybe also a list of personal protection items that have to be used. And so on.
- Enter the implementation date.*  
That speaks for itself.

Now we know what controls is issued, we have to re-assess the situation. When we addressed this risk in the beginning, we acted as if no controls were allocated.

Now that controls have been put in place we have to wonder: is this sufficient?

Will this control do the trick?

In other words: are there residual risks and are their consequences acceptable?

## CONTROLS & RESIDUAL RISKS (continued)

| INITIAL SITUATION  |   | SITUATION AFTER ALLOCATION OF CONTROLS |   |
|--------------------|---|--|---|
| Consequences       |   | Residual risk                          |   |
| <b>PEOPLE</b>      | Exposure to toxic fluids and gasses.          | D                                      | Personal risks are at acceptable minimum<br><input type="checkbox"/> Acceptable <input type="checkbox"/> Not-Acceptable <input type="button" value="OK"/> |
| <b>ENVIRONMENT</b> | Emission of toxic material to ground and air. | C                                      | Excluded<br><input type="checkbox"/> Acceptable <input type="checkbox"/> Not-Acceptable <input type="button" value="OK"/>                                 |
| <b>ASSETS</b>      | Possible slight delay in production.          | B                                      | Excluded<br><input type="checkbox"/> Acceptable <input type="checkbox"/> Not-Acceptable <input type="button" value="OK"/>                                 |
| <b>REPUTATION</b>  | Some discomfort among employees.              | B                                      | Excluded<br><input type="checkbox"/> Acceptable <input type="checkbox"/> Not-Acceptable <input type="button" value="OK"/>                                 |

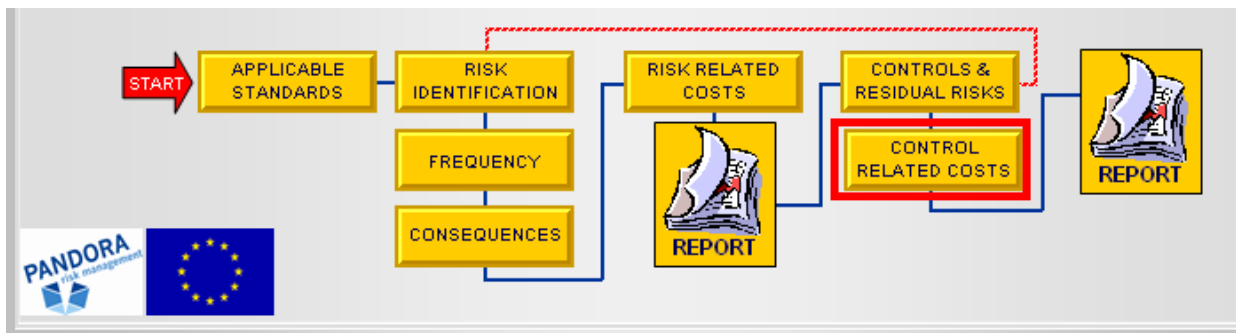
CONTROLS

The left part shows the initial situation; the consequences before the allocation of controls. Now we have to assess the new situation. For each risk area you have a small textbox to give your opinion. In this example the results are acceptable for all four risk areas. Consequently, an 'OK' appears on each line.

If in one or more cases the residual risk would not be acceptable, an exclamation mark (!) would appear. That would mean that that specific residual risk would have to be treated as a new risk.

To continue you can click on the 'Home' button which leads you to the Home-screen. From there you can move on to the Costs of control-screen.

# CONTROL RELATED COSTS



Controls always come at a price. Of course 'money is not everything', but it is sure something to keep in mind. In this screen you see the costs related to this control: costs for design as well as for maintenance.

- Click on 'CONTROL RELATED COSTS'.  
The next screen appears:

**COSTS OF CONTROL(S)**

Risk no. 1      Risk name: pipe line under pressure      F: 3

Control no.: 01      Control title: pre-testing      Control code: pl 01

Type of control:  None      Description of the control(s): Every pipe line that is to be worked on, has to be tested (drilled & plugged) before a work permit is issued. The time span between testing and the start of the actual activities should be less than 2 days.      Supporting documents: drag & drop

Avoidance  
 Outsourcing  
 Physical  
 Competence  
 Regulations

Implementation date: 28-2-2010

| DETAILED COSTS PER CONTROL (x €1000)  |                        |        |        |                            |
|---|------------------------|--------|--------|----------------------------|
|   | YEAR 1<br>initial year | YEAR 2 | YEAR 3 |                            |
| <b>Initial costs</b>  |                        |        |        |                            |
| Development costs for this control/these controls:  | 1,00                   |        |        |                            |
| Implementation costs for this control/these controls:<br>(training, resources, elimination of obstacles etc.)         | 2,00                   |        |        |                            |
| <b>Total initial costs:</b>   | 3,00                   |        |        |                            |
| <b>Yearly costs</b>   |                        |        |        |                            |
| Maintenance costs:<br>Weekly review, costs for updates, activities/training<br>for new employees, check up activities |                        | 0,50   | 0,50   |                            |
| <b>TOTALS</b>   | 3,00                   | 0,50   | 0,50   | <b>AVERAGE yearly 1,33</b> |

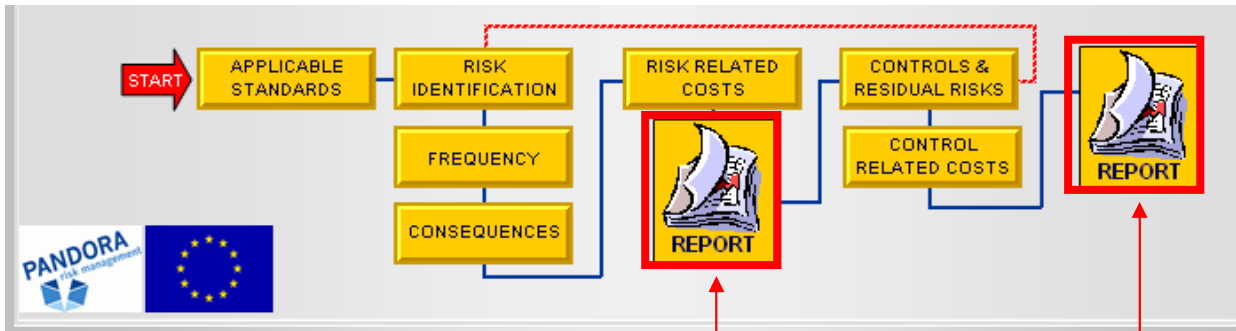
CONTROLS

- Enter the estimated development costs for this control.
- Enter the estimated implementation costs for this control.
- Enter the estimated maintenance costs for year 2 and year 3.  
All controls always have to be re-assessed after a period of three years maximum.

# REPORTS

The PANDORA RISK MANAGER offers three reports. Two of them deal with risk identification/assessment and one with the status of your controls. When selected, a report will always appear in the so called 'Browse-mode'. This is not the way it is going to be printed. If you want to print your report you had better select the 'Preview-mode' from the View-menu. Then you'll see what the final print is going to look like.

There are two report buttons on the Home-screen as shown below.



*Reports referring to risk identification/assessment*

*Report referring to controls*

By clicking one of these buttons you will be guided to a report selection screen. These screens offer examples of the report

## Report screen 1

### RISKS, FREQUENCIES & AoM

This report creates an overview of risks, their frequencies and the possible consequences per risk area (people, environment, assets and reputation).

### RISKS AND YEARLY COSTS

Although 'money is not everything', it would be foolish to ignore the costs of incidents as being a significant factor in deciding on the need for controls.

In this report you see what the possible costs are, per activity and per risk.

But as risks differ in frequency, the report also shows the estimated average yearly costs per risks. This calculation is based on the frequency you entered in an earlier stage.

If you click on one of these buttons the requested overview will appear; already sorted by activity and risks.



# Report screen 1 continued

## RISKS, FREQUENCIES & AoM

In the Browse-modus the report will look like this:

### RISKS FREQUENCY AND AoM

RISK(S) IDENTIFIED DURING ACTION :  
Machine maintenance



| RISK NAME                               |  |  | ESTIMATED COSTS PER YEAR IN € (x 1000) 32,5 |     |  |     |                                   |     |                                   |     |  |
|---|--|--|---|-----|--|-----|-----------------------------------|-----|-----------------------------------|-----|--|
| machine still connected to power supply |  |  | F/YEAR                                      | AoM | PEOPLE   | AoM | ENVIRONMENT                       | AoM | PEOPLE                            | AoM | REPUTATION   |
|   |  |  | 0,30  | D   | Serious injuries as parts of the machine start rotating while being worked on. Especially the hands are at risk. | A   | No consequences worth mentioning. | C   | Machine may get seriously damaged | B   | This will not result in a damaged reputation in the 'outside' world. But it may tarnish our internal reputation; stirring up trade union action. |

The Risk name acts like a button. If you click on it, you will be guided to the Consequences-screen.

## RISKS AND YEARLY COSTS

In the Browse-modus the report will look like this:

### RISKS FREQUENCY AND COSTS

RISK(S) IDENTIFIED DURING ACTION :  
Machine maintenance



| RISK NAME: machine still connected to power supply |             |        |            |      | ESTIMATED FREQ./YEAR | ESTIMATED COSTS./YEAR x € 1000 |
|--|-------------|--------|------------|------|----------------------|--------------------------------|
| COSTS PER RISK AREA (€ x 1000)                     |             |        |            |      |                      |                                |
| PEOPLE   | ENVIRONMENT | ASSETS | REPUTATION |      |                      |                                |
| 25   | 0           | 5,5    | 2          | 0,30 | 9,75                 |                                |

In the Browse-modus, you can see the cursor change into a 'hand' when moving over various items on your screen. This means that the information-field is also used as a button. When clicking on such a button it takes you to the screens where the information can be adjusted.

When in the Browse-modus you can return to the Home-screen by clicking on the Pandora-logo.

Now this is a typical report that invites for printing. This way you can have a nice overview of the costs that are related to a risk.

## Report screen 2

Report screen 2 offers only one report option:

### THE RISK & CONTROL STATUS CARD

This reports generates an overview of risks and the allocated controls. As it is your intention to eliminate risks if possible, or—if not possible— at least to reduce the consequences, you aim at an 'All OK' situation.

If you click on this button the requested overview will appear; already sorted by activity and risks.

In the Browse-modus all risks (and their controls) will appear in a list on your screen. You can scroll through them, but you can not make any changes. Changes have to be made in the underlying screens.



If you select Preview-mode from the View screen, you will find that individual cards can be printed for each risk.

As in many SME's not all employees have access to central databases this option provides you with the possibility to hand out individual cards to individual employees to find a solution to the problem.

Such a card looks like this example:



**RISK & CONTROL STATUS CARD**

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INFO ABOUT THIS RISK:

Risk Nr.: 1 Risk: MACHINE STILL CONNECTED TO POWER SUPPLY Frequency of the Occurrence: 1 Identification date: 21-4-2010  
 Activity: Machine maintenance Identified by: Tom Watson Implementation date:

INFO ABOUT THIS CONTROL:

Control nr.: 1 Control title: Work Instruction 'Safe Maintenance' Control code: SM01  
 Type of control:  None  Avoidance  Outsourcing  Physical  Competence  Regulations

RESULTS:

| RISK AREA   | AMOUNT OF MISCHIEF | REQUIRED ACTION                 | RESIDUE RISK                         |                                 |
|-------------|--------------------|---------------------------------|--------------------------------------|---------------------------------|
| People      | D                  | NO ACTION; MONITORING           | None                                 | OK: No further treatment needed |
| Environment | A                  | NO ACTION                       | None                                 | OK: No further treatment needed |
| Assets      | C                  | IMPROVEMENT ADVISED; MONITORING | None                                 | OK: No further treatment needed |
| Reputation  | B                  | NO ACTION; MONITORING           | There still will be 'a bitter taste' | OK: No further treatment needed |

## THE 'FIND' FUNCTION; CREATE A SELECTION.

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Suppose you are working on your ISO-14001 certificate. In that case you need to know what environmental risks you are facing. Maybe you would like to work 'top down'; solve the most serious problems first. You could create a selection in a report as well as in a screen. We use the 'consequences' screen to create a selection.

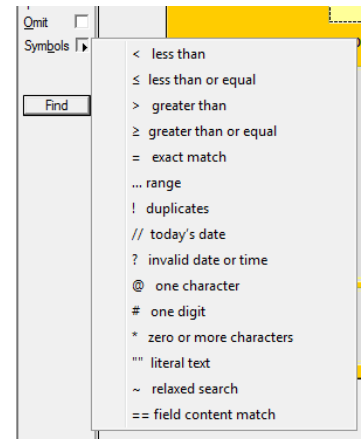
- Go to the screen 'Consequences'
- Select 'Find Mode' from the View-menu.
- Select the tab 'Environment'.

In all fields in this screen you can now enter your search criteria. These criteria can be specified by using the symbols-menu you see on the left of your screen.

Once you have filled in your search criteria you press on the button 'Find'. Now only the data that matches your request are available. You can print them, adjust them etc.

If you want to make a new selection, just formulate a new request. In case you want to see all your records again:

- Return to the browse mode (in case you are not already working in that mode).
- Select 'Show all records' from the Records-menu, and the work is done.





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## The Home-screen at last!

After all information has been entered, the Home-screen offers a nice overview.

In our example the results are rather straight forward.

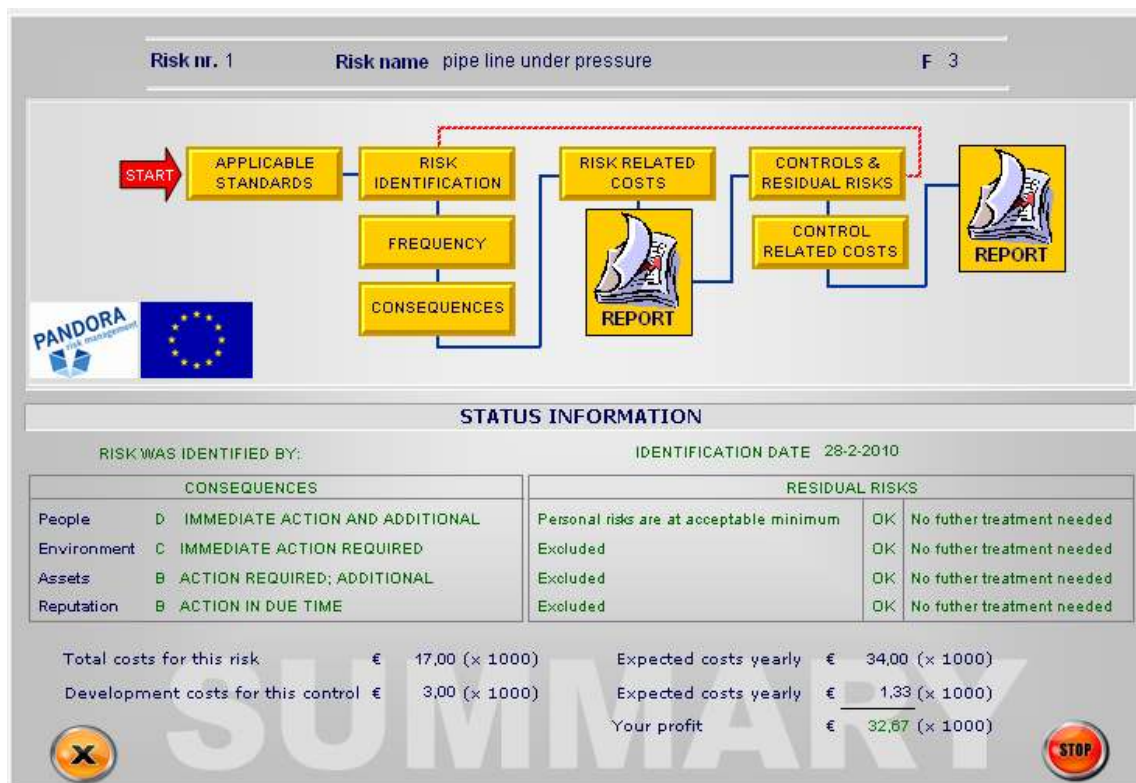
The risk areas 'People' and 'Environment' require immediate action as the consequences are not acceptable and the frequency is quite high.

Once we have implemented our controls, we see that the residual risks are acceptable or even completely excluded.

If we look at the costs involved, we see that the financial consequences due to this risk are much higher than the costs for controls.

Although in reality these differences will probably be less extreme, it is our experience that controls are usually much cheaper than the price you have to pay in case the risk becomes reality.

Making ourselves believe that we will always be lucky, is a gamble no entrepreneur should indulge on.



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