Project scope

Scope statement

To facilitate BizOps ("the company")'s vision and business objectives, this project will focus on the planning, design and implementation of a Work Health and Safety Management System (WHSMS) for the company. Specifically, the system will be implemented to support the Head Office building expansion project (see Appendix 1).

As a support to this Project Plan, the Senior BizOps Managers have formally notified the team of aspects to be included in the WHSMS.

The following is a summary email (see Appendix 2) from CEO, Rose Hargreaves instructing the WHSMS project team to:

- Evaluate some of our current WHS policies and procedures;
- Develop other procedures and a record-keeping system that ensures the work area (and therefore the organisation) complies with WHS legislation; and
- Be responsible for maintaining and evaluating the WHSMS throughout the life of the project.

The WHSMS project team will consider current risk management, financial planning, growth plans and organisational structures when delivering the WHSMS. These will be summarised in the following sections of this document.

Executive summary

The WHSMS has been designed to align well defined and understood company goals. In conjunction with the outlined vision (see Appendix 3).

The planned expansion of the Head Office building is supported by the WHMHS through rigorous risk management, financial prudence and operational effectiveness.

Planned profit re-investment allocated from business budgets (see Appendix 4) will be utilised in the WHSMS.

Business objectives

Key growth targets are set at 15% per annum with reinvestment plans detailed in the Budget Assumptions section of this document. The company is looking to affirm risk management processes and increase safety, efficiency and, ultimately, profit margins.

Current business planning identifies the following key measure of success

- Exceptional product and service quality;
- Time-efficient and cost-effective development processes; and
- Expert and knowledgeable staff.
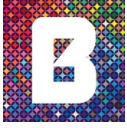
Project scope

It is considered in the scope that support of the external retail networks from a continuously improving Head office function is critical to these factors, specifically focused on:

- Maintaining a unique selling position;
- Anticipated demand;
- Pricing strategy;
- Value to customer; and
- Growth potential.

Project description

As detailed in Appendix 1, the Head Office construction project (works) will:

- Employ workers across a range of occupations and trades and equipment;
- Engage employees, contractors and subcontractors in the works; and
- Manage public exposure and vehicle access to the works.

The tasks detailed for the creation of the WHSMS in this report will include:

- Confirming legislative requirements;
- Identifying relevant roles and responsibilities;
- Resourcing the WHS management system;
- Establishing appropriate induction and training;
- Providing participation and consultation arrangements for establishing the WHS management system;
- Developing processes for identifying and resolving issues; and
- Implementing hazard and risk control procedures that ensure legislative compliance.

The WHSMS must also provide a mechanism for evaluating the ongoing effectiveness of the processes, which you and your WHSMS team will put in place.

Key assumptions

- Financial resources are allocated in full for the WHSMS and the works;
- Designs and appropriate permitting for the works are is complete;
- State legislation is applicable; and
- Key internal stakeholders & resources are identified and available to the project team – HR, Finance, Sen Mgt.

Project scope

Roles and project stakeholders

This table refers to the company's current organisation chart (see Appendix 7):

Role	Responsibilities
Project Sponsor (Chief Executive Officer)	Final approval of WHSMS, Financial expenditure. Final sign off on the policy, the procedure of guidelines
Budget Holder (Managing Director, Financial Operations)	Review of ongoing financial performance and key sign off on additional expenditure and invoicing
Senior Users (Managing Director, Human Resources)	Key decision maker and sign off on vertical areas of control. Key points of reference for area of specialism and sign off
WHSMS Project Manager	Project schedule control, performance management, Client representation and reporting
WHSMS Project Team Members	As per project tasks & schedule
Company WHS Professionals	As detailed in Resources Required

Time line

Task	Anticipated duration
Project planning and scheduling	4 weeks
Works review (internal & external)	2 weeks
Current work practices and procedures	3 weeks
Legislation Internal systems review	2 weeks
Finalise Schedule	2 weeks
Key stakeholder engagement	2 weeks
Project resourcing and readiness	4 weeks
Project launch and roll out	2 weeks
Hazard Identification	3 weeks

Project scope

Participation process design	6 weeks
External stakeholder process design	8 weeks
Reporting and monitoring process design	4 weeks
Training and Induction program design	4 weeks
WHSMS gap analysis	3 weeks
Client final sign off and approval	3 weeks
WHSMS implementation program	6 weeks

Legislative requirements

The BizOps WHSMS will be developed in compliance with the following New South Wales legislation, regulations and standards: (source: https://www.business.gov.au/risk-management/health-and-safety/whs-oh-and-s-acts-regulations-and-codes-of-practice)

- *Work Health and Safety Act 2011* (NSW);
- *Work Health and Safety Regulations 2017* (NSW); and
- NSW Codes of Practice.

To ensure appropriate oversight of the implementation of requisite legislation, regulations and standards, consultation throughout the project will be undertaken with the following organisations:

- SafeWork NSW; and
- WorkCover NSW;

Other resources that may be referenced in the development of the WHSMS are detailed below:

- Your responsibilities as an employer or business;
- How we can help – free advice and support for businesses; and
- Employer and business obligations.

Resources required

The table below outlines the resource requirements for this project:

Personnel Resources	Other Resources
Project Sponsor (Chief Executive Officer)	Appropriate accommodation/work area the Project Team
Senior Users (Managing Director, Human Resources)	Information Technology hardware and software
Project Manager	Access to relevant legislation, regulations, standards and guidelines
Project Team Members	
WHS Professionals (contracted as required)	

Budget assumptions

Expense	Current Forecast
Human Resources (Project Team)	$120,000
Human Resources (WHS Professionals)	TBA
Accommodation	$60,000
IT/Hardware requirements	$45,000
Legislation/Standards/Regulations	TBA

Reporting requirements

The project manager will issue regular reports on progress against budget, schedule and scope, circulated to the following:

- Project Sponsor;
- Budget Holder;
- Senior Users; and
- Project Team Members;

Reporting will facilitate timely, regular advice to stakeholders, providing information on project progress, implementation, impacts and risks. This will assist stakeholders to determine the extent to which the project is meeting desired outcomes and will include a financial statement indicating expenditure and commitments to date.

The Project Manager may issue additional progress reports that provide an update on the status of the project, as required.

Authorities

The scope statement will be approved by:

- Rose Hargreaves; Chief Executive Officer;
- Sean Bamford; Managing Director, Business Operations; and
- Mike Booth; Managing Director, Financial Operations.

Project changes will be approved by:

- Rose Hargreaves; Chief Executive Officer;
- Sean Bamford; Managing Director, Business Operations; and
- Mike Booth; Managing Director, Financial Operations.

Project deliverables will be approved/accepted by:

- Rose Hargreaves; Chief Executive Officer;
- Sean Bamford; Managing Director, Business Operations; and
- Mike Booth; Managing Director, Financial Operations.

Sign Off

Rose Hargreaves	Sean Bamford	Mike Booth
Chief Executive Officer	Managing Director	Managing Director
	Business Operations	Financial Operations

Appendices

Appendix 1 – Building Expansion Project Background

Project background

Due to growth at BizOps Enterprises, we have decided to look at how we can expand our head office by refurbishing and fitting out the front building.

We will need to employ workers across a range of occupations and trades, including engineers, plumbers, electricians, carpenters and cabinet-makers, and painters. Nail guns, jackhammers, power tools, elevated work platforms and scaffolding, and a range of other building and construction equipment will be used extensively.

The building being renovated fronts a busy street; construction activities will need to ensure vehicle and pedestrian traffic is safe and uninterrupted.

WHS system implementation and maintenance tasks over the coming weeks leading up to commencement of work include:

- confirming legislative requirements
- identifying relevant roles and responsibilities
- resourcing the WHS management system
- establishing appropriate induction and training
- providing participation and consultation arrangements for establishing the WHS management system
- developing processes for identifying and resolving issues
- implementing hazard and risk control procedures that ensure legislative compliance.

The work health and safety management system (WHSMS) must also provide a mechanism for evaluating the effectiveness of the processes, which you and your WHSMS team will put in place.

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[unit code and title] ....

[student name] ....   [id] ....   [date] ....

Appendix 2 – CEO Instruction

CEO instruction

Email from Rose Hargreaves, Chief Executive Officer

Hello,

As you are aware, BizOps Enterprise's main office that fronts the main road is about to undergo a major refurbishment. Before any work can commence, I need you to establish a work health and safety management system (WHSMS) that meets legislative requirements.

You will have to evaluate some of our current WHS policies and procedures. You may need to develop other procedures and a record-keeping system that ensures the work area (and therefore the organisation) complies with WHS legislation.

Throughout the life of the project, you will be responsible for maintaining and evaluating the WHSMS. Please refer to the project background, provided below, for more information.

For further details on what I require you to include in your report, please refer to the 'Instructions to the candidate' section that follows. I look forward to receiving your final report.

Kind regards,

Rose Hargreaves
Chief Executive Officer

Appendix 3 – Vision, Mission and Values

BizOps Enterprises vision, mission and values statement

BizOps Vision

To be recognised by customers as a leading manufacturer and retailer of exclusive products.

BizOps Mission

To develop the BizOps brand and provide customers with high quality and innovative products and services.

This is supported by:

- meeting the changing needs of customers
- delivering speedy and personalised service
- employing professional and enthusiastic staff
- providing clean and 'green' products and services
- adopting sustainable work practices
- undertaking continuous improvement processes.

BizOps Values

Customer service: our customers are the most important part of our business

Staff: our people are the key to our success

Teamwork: people working together achieve more

Market identity: our brand will reflect exclusivity

Business growth: our future depends on what we do today

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Appendix 4 – Company Business Plan (Page 1 of 7)

BizOps Enterprises Business Plan (extract) 2015–2020

Business Plan summary

Business

Business name

BizOps

Business structure

Company

ABN: 55 555 555 555

ACN: 555 5555 5555

Business location

Sydney, NSW, Australia

Date established

1998

Business owner/s

Siimon Greig

Natushka Greig

Devon Mersydale

Relevant owner experience

Siimon, Natushka and Devon have over 50 years combined experience in manufacturing and retailing. Since starting BizOps in 1998, they have successfully grown the business from a single shopfront to over 150 retail, online and phone order outlets nationally.

Products/services

BizOps retail outlets specialise in a range of exclusive products. The business provides its customers with high quality and innovative products and services. Wherever possible we provide our customers with a 'green' solution and service. We employ sustainable business practices.

Market

Target market

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BizOps customers include anyone seeking innovative, high quality exclusive products. Customers seeking a 'green' solution to their needs are especially welcome.

Marketing strategy

BizOps employs a range of marketing tools including:

- magazine (electronic and print) presence
- an instore/online catalogue
- a corporate website with e-commerce function
- direct marketing to our existing customer base
- a loyalty reward program
- trade fair participation.

Future

BizOps is committed to:

- providing high quality and innovative products and services to customers
- meeting the changing needs of customers
- offering innovative product solutions
- delivering speedy and personalised service
- employing professional and enthusiastic staff
- providing clean and 'green' products and services
- adopting sustainable work practices
- undertaking continuous improvement processes.

BizOps is known for its enthusiastic and inclusive culture. BizOps seeks to maintain professional and well-supported staff.

Goals/objectives

In 2015–2020 BizOps will consolidate its position in the market as a lead retailer for green and sustainable solutions for high quality exclusive products.

To do this, BizOps will focus on the following business goals:

- Financial stability:
  - Increase revenue by 15% (compared to the previous 12 months) by the end of the financial year
  - Maintain annual profit levels of 15% of revenue for all products and services, calculated at the end of each financial year
  - Reinvest 75% of profit back into the business at the end of each financial year

Appendix 4 (continued) – Company Business Plan (Page 3 of 7)

BizOps Enterprises Business Plan (extract) 2015–2020

- Market position:
    - Maintain the number one rating in the annual national industry customer service awards
    - Launch new high quality exclusive consumer products to meet customer demand, ahead of competitors, within budget and by the agreed deadlines
- Right people:
    - Provide induction training at the commencement of employment to train new employees to be knowledgeable, helpful and enthusiastic
    - Provide the financial, physical, human and time resources to support an annual professional development program for all BizOps employees

Finances

	2015–16	2016–17	2017–18	2018–19	2019–20
Income	150,000,000	172,500,000	198,375,000	228,131,250	262,350,937
Expenditure	127,500,000	146,725,000	168,618,750	193,875,000	222,998,297
Profit	22,500,000	25,775,000	29,756,250	34,256,250	39,352,640
Reinvest	16,875,000	19,331,250	22,317,188	25,692,188	29,514,480

Organisation chart

See BizOps intranet for the latest organisational chart.

Key personnel

Job title	Name	Skills
Chief executive officer	Rose Hargreaves	15 years' financial experience in the retail industry Qualified engineer Postgrad. in business law MBA

Appendix 4 (continued) – Company Business Plan (Page 4 of 7)

BizOps Enterprises Business Plan (extract) 2015–2020

Job title	Name	Skills
Managing director: Financial operations	Mike Booth	20 years' accountancy experience Qualified CPA Member of the National Institute of Accountants
Managing director: Business operations	Sean Bamford	15 years' experience in a range of retail and logistics businesses Bachelor of Science Postgrad. in supply chain logistics Postgrad. in business law
Managing director: Retail operations	Nancy Tooket	15 years' experience in the retail industry Bachelor of Design (Industrial design) Advanced diploma of business management
Managing director: Human resources	Sayo Yoshida	10 years' experience in recruitment and general HR Bachelor of Arts Graduate diploma of psychology Member of the Australian Human Resources Institute

Products/services

Market position

BizOps offer quality, high-end, innovative and exclusive consumer products. We provide a quality service to our customers, focusing on 'green' solutions. We participate actively in trade fairs to ensure we have the latest high-end consumer products available for our customers.

Appendix 4 (continued) – Company Business Plan (Page 5 of 7)

BizOps Enterprises Business Plan (extract) 2015–2020

Unique selling position

Our distribution of retail outlets across Australia allows us to provide the personal level of service customers expect with exclusive products, but we also provide service through online and phone stores in each state. Our customer service is knowledgeable and friendly. We reward our customers for their loyalty.

Anticipated demand

A large number of customers purchase our lower priced items, valued at $500–750. We sell approximately 16,000 items in this price range every month across our 150 stores. Our large corporate clients purchase on average twice a year, spending approximately $10,000–15,000 per purchase. Our VIP individual customers (approximately 1,000 nationally) purchase on average one larger/high-end item per year and between 5 and 10 lower priced items. Their spend averages to approximately $10,000 per annum.

Pricing strategy

BizOps applies standard industry mark-ups for lower priced items. Our high-end items are often unique in the market and are priced accordingly, based on our purchase price and understanding of the market.

Value to customer

BizOps individual customers view us as a destination for quality goods with a 'green' bias. Our corporate clients trust us to provide high quality products and services that will perform above expectation and impress their clients. Our VIP customers are discerning and rely on us to keep them up to date with the latest in exclusive consumer products.

Growth potential

BizOps is aiming for 15 per cent growth in revenue per annum. This growth will come in part from technology improvements and innovation resulting in better products with a lower impact on the environment. As this happens, our environmentally conscious customers will want to upgrade their products. Growth will also occur naturally as the population in Australia continues to increase and accumulate more wealth. The home is one area that Australians take great pride in furnishing and exclusive products are increasingly sought after.

Insurance

BizOps holds current workers compensation and public liability, product liability, business asset and business revenue insurance. The company accountant holds all details.

Risk management

See BizOps intranet for the current risk-management procedure.

BizOps Enterprises Business Plan (extract) 2015–2020

Legal considerations

The following list is current at time of publication and is not exhaustive. Key provisions of relevant legislation from all forms of government, standards and codes such include those related to:

- anti-discrimination legislation
- AS 5037:2005 Knowledge management — a guide
- AS/NZS ISO 31000:2009 Risk management
- Australian Accounting and Auditing Standards
- Australian Securities and Investments Commission (ASIC) requirements
- Australian Taxation Office regulations
- certified and workplace agreements
- codes of practice
- company law
- contract law
- copyright
- corporations law
- duty of care
- employee contracts
- enterprise agreements
- environmental issues
- environmental or sustainability legislation, regulations and codes of practice applicable to industry and organisation
- ethical principles
- federal and state/territory awards/use of Wageline
- financial legislation
- freedom of information legislation
- fringe benefits tax (FBT)
- Higher Education Contribution Scheme (HECS)/Higher Education Loan Programme (HELP)
- Pay as you go (PAYG) tax
- payroll tax
- privacy laws and confidentiality
- Superannuation Guarantee (Administration) Act and superannuation regulations
- unlawful dismissal rules and due process
- work, health and safety legislation, regulations and codes of practice.

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Appendix 4 (continued) – Company Business Plan (Page 7 of 7)

BizOps Enterprises Business Plan (extract) 2015–2020

Operations

See BizOps intranet for the current organisation operational plan.

Sustainability environmental policy and procedures

See BizOps intranet for the current sustainability environmental policy and procedures.

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Appendices

Appendix 5 – Risk Management Policy (Page 1 of 2)

Risk management policy

Scope

This policy describes our commitment to meeting strategic and operational goals related to risk management. This policy forms part of our commitment to continuous improvement.

Risk management will be reviewed through regular training, monitoring, auditing and reporting processes.

All BizOps Enterprises employees are responsible for applying risk management principles and practices in their work areas.

Management is responsible for ensuring risk management principles are applied.

Framework

AS/NZS ISO 31000:2009 Risk management – Principles and guidelines

This risk management policy specifies that:

- all business activities must be assessed for risk prior to commencing and then managed throughout
- risk identification, analysis, evaluation and treatment must be reported and updated in the BizOps risk register.

Definitions

- A risk is any event that impacts BizOps' ability to meet its goals and objectives.
- Risk identification is the process of determining what might happen, how, when and why in relation to the risk identified.
- Risk analysis is a process that helps the organisation understand the effect of the risk on our goals and objectives.
- Risk evaluation involves comparing risks and determining the order in which they should be dealt with.
- Risk treatment is the process for applying measures to minimise, modify or eliminate the risk.

Responsibilities

The risk management policy committee oversees risk management and implementation on behalf of the board and the chief executive officer.

This committee is responsible for:

- ensuring Biz Ops is complying with any legal requirements
- ensuring risks are effectively managed
- maintaining business operations
- identifying significant operational risks
- monitoring the management of strategic and operational risks

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Appendix 5 (continued) – Risk Management Policy (Page 2 of 2)

Risk management policy

- directing risk management processes
- receiving and analysing risk management reports and informing the BizOps board
- making recommendations to the BizOps board regarding risk management.

The managing directors are responsible for:

- making recommendations to the committee on risk management policies and procedures
- reviewing risk management incidents as they occur
- providing support and advice to the committee on risk management issues affecting their areas in relation to identifying, analysing, evaluating and treating risks
- establishing and administering a BizOps risk register
- implementing risk management training.

All BizOps employees are responsible for applying risk management principles and practices in their work areas. Management is responsible for ensuring risk management principles are applied.

Employees must report risks and participate in risk management training.

Appendices

Appendix 6 – Risk Management Procedures (Page 1 of 6)

Risk management procedures

Purpose and scope

In accordance with the BizOps Enterprises risk management policy, these procedures describe the organisation's standard process for risk management, including:

1. Risk identification
2. Risk rating
3. Risk controls
4. Risk monitoring and reporting

A standard approach to risk management allows risks to be correctly prioritised across all of BizOps's operations.

Responsibilities

The risk management policy committee oversees risk management and implementation on behalf of the board and the Chief Executive Officer.

All BizOps employees are responsible for applying risk management principles and practices in their work areas. Management is responsible for ensuring risk management principles are applied.

Employees must report risks and participate in risk management training.

Risk management process

A risk to BizOps is any event or action that could have a negative impact on the organisation. This includes events that could lead to:

- death or injury
- financial loss to BizOps
- damage to BizOps's reputation or adverse media coverage
- damage to the physical environment, including land, water or air quality
- failure to meet regulatory or legislative requirements.

The risk management policy specifies that:

- all business activities must undergo risk assessment prior to commencing and then undergo risk management throughout
- risk identification, analysis, evaluation and treatment must be reported and recorded in the BizOps risk register.

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Risk management procedures

1. Risk identification

Risk identification is a structured approach to identifying the events that, if they were to occur, could have a negative impact on the organisation.

2. Risk rating

Risk rating is a process to analyse and understand each of the risks, including understanding what causes the risk to occur and what controls are already in place to manage the risk. Risk assessment also determines:

- how severe a potential impact could be
- the likelihood of the organisation being negatively impacted in this way.

Once the potential impact and likelihood have been assessed, the risk assessment process considers whether the risk is acceptable to BizOps, or whether further treatments are required to reduce the level of risk.

All identified risks shall be assessed to determine the overall ranking for the risk. Risks are ranked in the following four categories:

- Extreme
- High
- Medium
- Low

The ranking of a risk determines:

- the nature of further action that is required
- the urgency with which further action should be undertaken
- the reporting requirements for the risk, including who the risk is reported to
- how the risk is monitored.

All risks within BizOps are ranked using a common scale that assesses:

- the potential consequences if the risk were to occur
- the likelihood of BizOps being impacted in that way.

A common approach to risk ranking is necessary to ensure that the largest risks to BizOps can readily be identified and risk management can be prioritised in a way that has the greatest overall benefit to the organisation.

The following tables show how the consequences and likelihood of risks are assessed.

Appendices

Appendix 6 (continued) – Risk Management Procedures (Page 3 of 6)

Risk management procedures

Consequence table

Consequence	Consequence category				
	Insignificant	**Minor**	**Moderate**	**Major**	**Catastrophic**
Financial	<$5k	>$5k <$10k	>$10k <$100k	>$100k <$300k	>$300k
Reputation/market disruption	Isolated complaints from individuals; minor local media coverage	Adverse capital city/state media coverage; ongoing complaints	Loss of market opportunity or some loss of reputation; adverse national media attention	Reputation damage or loss of major opportunity that has a major impact on BizOps's operations	Will impact future business operations in catastrophic way; continuous public criticism
Regulatory and legislative	Minor breaches by individual staff members	Organisational breach	Penalties for breach of Act or legislation; third-party claims	Major fines for breaches; multiple third-party claims	Severe fines and/or prison sentences
Environmental	Brief spill incident contained onsite with no environmental harm	Minor onsite spill incident; pollutant contained and cleaned up immediately	Release of pollutant or environmental incident; moderate environmental harm	Large spill or environmental incident and significant associated cost	Long-term environmental damage with ongoing liabilities and/or possible EPA closure for undisclosed period
Safety	Treated with first aid	Medical attention required	Hospital treatment and ongoing rehabilitation	Hospital treatment and possible serious permanent injury	Loss of a life

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Risk management procedures

Likelihood table

Likelihood rating is based on the number of times within a specified period that a risk may occur either as a consequence of business operations or through failure of operating systems, policies or procedures.

Rating	Description	Probability
Expected	Expected to occur in most circumstances	> 80%
Probable	Will probably occur in most circumstances	50%–80%
Possible	Might occur within a 1–2 year time period	21%–49%
Improbable	Could occur during a specified time period	5%–20%
Rare	May only occur in exceptional circumstances	< 5%

The risk rank is determined by combining the consequence and likelihood as shown as follows:

Level of likelihood	Level of impact				
	1 (Insignificant)	2 (Minor)	3 (Moderate)	4 (Major)	5 (Catastrophic)
A (Expected)	Medium	Medium	High	Extreme	Extreme
B (Probable)	Medium	Medium	Medium	High	Extreme
C (Possible)	Low	Medium	Medium	High	High
D (Improbable)	Low	Low	Medium	Medium	High
E (Rare)	Low	Low	Low	Medium	Medium

Assessing likelihood

When assessing likelihood, it is important to note that the likelihood score for a risk needs to reflect the likelihood of the consequence occurring, rather than the likelihood of the risk occurring.

For example, there may be a risk that staff are injured as a result of a fire emergency. The consequences of a fire may range from a relatively minor injury to death, depending on the circumstances of the fire.

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Risk management procedures

While fire emergencies are fortunately not common within BizOps, the likelihood of staff dying as a result of a fire is considered to be likely. There are therefore a number of ways of scoring this risk.

Type of incident	Consequence	Likelihood	Risk score
Minor incident	Minor injury to individuals Consequence: Moderate	Possible	Medium
Serious incident	Serious harm to individual Consequence: Major	Possible	High
Fatality	Fatality as a result of the fire Consequence: Catastrophic	Possible	High

Overall it is clear that this risk would be considered to be Medium to High. To highlight the serious nature of the risk, it would therefore be appropriate to give this risk the risk scoring that shows the High risk rating, and therefore score this risk with a consequence of Catastrophic and a likelihood of Possible.

3. Risk controls

Controls represent a whole range of actions, measures and strategies taken by management and employees to eliminate or reduce risks. The process of determining risk controls includes assessing the consequences and likelihood of the risk and evaluating how to treat the risk. This could include:

- avoiding the risk
- mitigating the risk
- transferring the risk
- accepting the risk.

A process should then be followed to identify efficient and effective ways to mitigate the risk. This can occur by either:

- removing the risk
- reducing the likelihood of the risk impacting BizOps
- reducing the consequences if the risk were to occur
- a combination of these approaches.

Consider the hierarchy of control:

- Elimination
- Substitution
- Engineering controls
- Administrative controls
- Personal protective equipment

Risk management procedures

4. Risk monitoring and reporting

Risk monitoring and reporting involves a process of regular review to ensure that:

- new risks are identified and considered as they arise
- existing risks are monitored to identify any changes that may impact the organisation
- new risk controls are being implemented
- existing risk controls are still in place and working effectively
- information about risks is adequately communicated.

All risks rated as moderate, significant or high in the risk identification process will be reviewed by the risk management policy committee regularly. This review will be via either:

- the risk manager reporting on new risks identified by staff during the course of their work since the last committee meeting
- risk owners providing a report on the status of their assigned risk to the committee (see below)
- the risk manager reporting on reviews of the risk register following a Structured Risk Identification Workshop each year, or any review of the risk register by the Executive.

The risk owner's reports to the committee should outline that the risk controls are to indicate:

- causes of the risk
- implication of the risk with amendment to existing controls (if they exist)
- what any existing mitigating controls are
- what actions are being undertaken to put further controls in place, or maintain existing controls, and by when
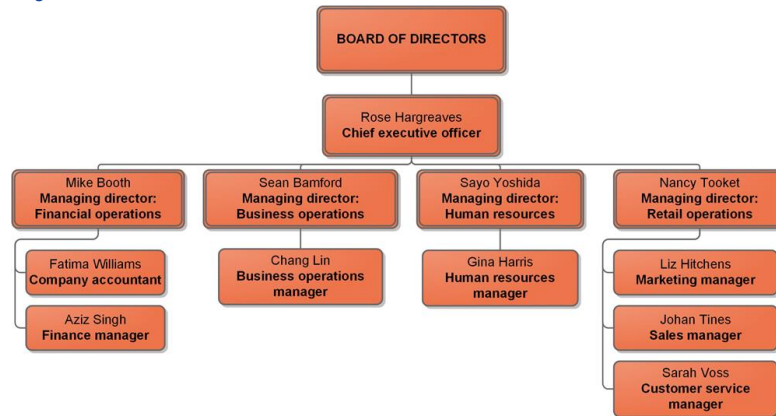- who is responsible for ensuring the controls are in place.

Appendices

Appendix 7 – Organisational Charts

BizOps Enterprises organisational charts

Organisation

- BOARD OF DIRECTORS
  - Rose Hargreaves **Chief executive officer**
    - Mike Booth **Managing director: Financial operations**
      - Fatima Williams **Company accountant**
      - Aziz Singh **Finance manager**
    - Sean Bamford **Managing director: Business operations**
      - Chang Lin **Business operations manager**
    - Sayo Yoshida **Managing director: Human resources**
      - Gina Harris **Human resources manager**
    - Nancy Tooket **Managing director: Retail operations**
      - Liz Hitchens **Marketing manager**
      - Johan Tines **Sales manager**
      - Sarah Voss **Customer service manager**

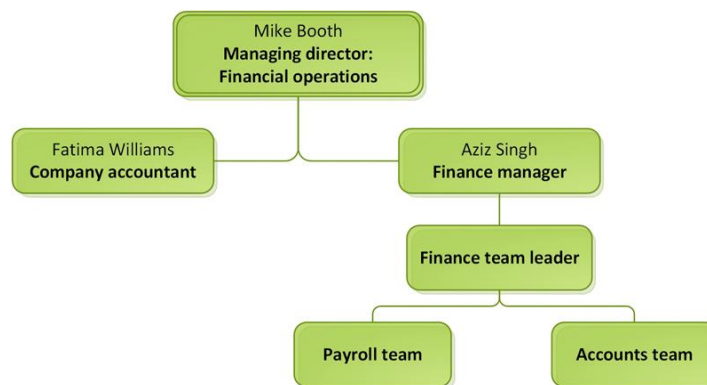© Aspire Training & Consulting
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BizOps Enterprises organisational charts

Financial operations extract

- Mike Booth **Managing director: Financial operations**
  - Fatima Williams **Company accountant**
  - Aziz Singh **Finance manager**
    - **Finance team leader**
      - **Payroll team**
      - **Accounts team**

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Appendix 7 (continued) – Organisational Charts

BizOps Enterprises organisational charts

Business operations extract

- Sean Bamford
  Managing director: Business operations
  - Chang Lin
    Business operations manager
    - Fred Diallo
      IT manager
      - **IT coordinators** (support to all departments)
    - **Project manager**
      - **Project team**
    - **Project manager**
      - **Project team**

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BizOps Enterprises organisational charts

Retail operations extract

- Nancy Tooket
  Managing director: Retail operations
  - Sarah Voss
    Customer service manager
    - **Customer support team**
  - Liz Hitchens
    Marketing manager
    - **Design team**
    - **Editorial team**
    - **Production team**
    - **Advertising sales team**
  - Johan Tines
    Sales manager
    - **Account managers**
    - **Product specialists**
    - **Support team**

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BSBWHS501 Ensure a safe workplace   ICT50615 Diploma of Website Development AWE3

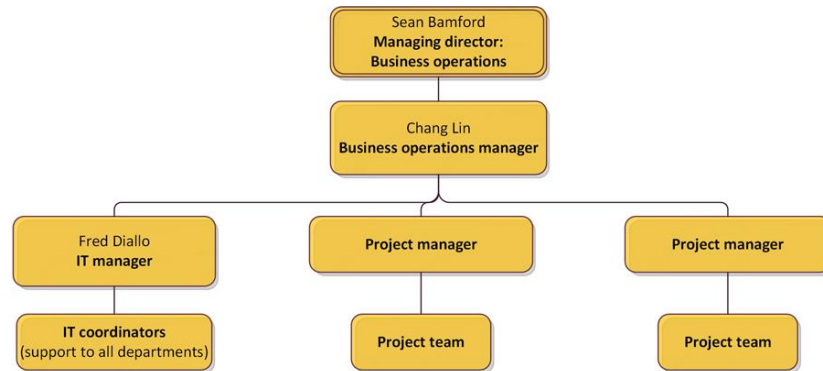Group Project   [id] Assess 2 - Report   18 May 2019
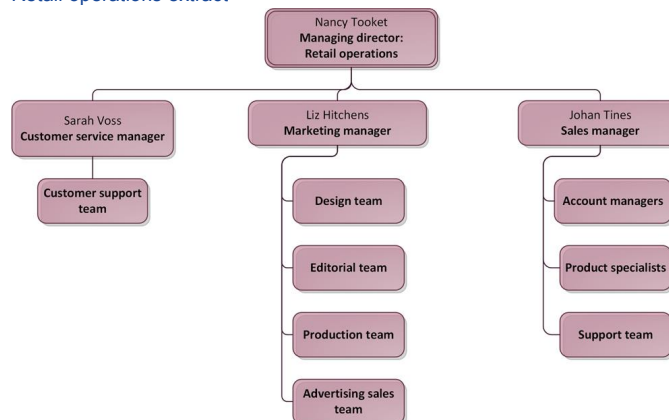
Appendix 7 (continued) – Organisational Charts

BizOps Enterprises organisational charts

Human resources extract

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