

Criteria® Enterprise – Case Study

We all know by now that risk management is essential, both to ensure employee safety and satisfy legislative requirements. But what can risk management really achieve? The results from a recent multi-million dollar mining industry project speak for themselves.

Advitech and Novecom jointly provided risk management support to the Port Waratah Coal Services (PWCS) 'Project 3D' – a \$170 million project that established a new coal stacking system to increase capacity and productivity.

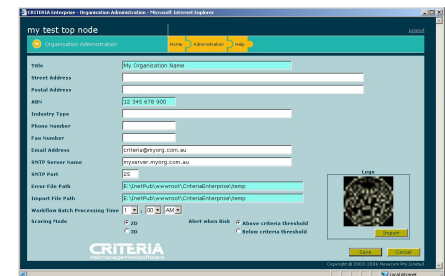
The project was completed **ahead** of schedule, **under** budget and **without a lost time or serious injury**. The construction project achieved 600,000 man hours without a lost time or serious injury.

Outstanding results by anyone's standards!

What Did Advitech Contribute to the Project?

Advitech worked with the prime project contractor and PWCS to develop and implement a practical system for managing the project's risks, utilising the benefits of **Criteria® Enterprise** Risk Management Software, provided by Novecom Pty Limited.

Advitech took on the role of 'risk champion' for the entire project. The project risk management plan built upon Advitech's collective experience in risk assessment and management as well as the capabilities of Novecom's software.



ID	Criticality	Risk	Action	Status	Occurrence	Date	Risk Rating	Comments
1	High	Task 1 - Check	Task 1 - Check	Stepped on	20/03/04	Stepped on	1	30/03/04
2	High	Task 2 - Check	Task 2 - Check	Stepped on	20/03/04	Stepped on	1	02/03/04
3	High	Task 3 - Check	Task 3 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
4	High	Task 4 - Check	Task 4 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
5	High	Task 5 - Check	Task 5 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
6	High	Task 6 - Check	Task 6 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
7	High	Task 7 - Check	Task 7 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
8	High	Task 8 - Check	Task 8 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
9	High	Task 9 - Check	Task 9 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
10	High	Task 10 - Check	Task 10 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
11	High	Task 11 - Check	Task 11 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
12	High	Task 12 - Check	Task 12 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
13	High	Task 13 - Check	Task 13 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
14	High	Task 14 - Check	Task 14 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
15	High	Task 15 - Check	Task 15 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
16	High	Task 16 - Check	Task 16 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
17	High	Task 17 - Check	Task 17 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
18	High	Task 18 - Check	Task 18 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
19	High	Task 19 - Check	Task 19 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04
20	High	Task 20 - Check	Task 20 - Check	Stepped on	20/03/04	Stepped on	1	15/03/04

How did Advitech Achieve Success?

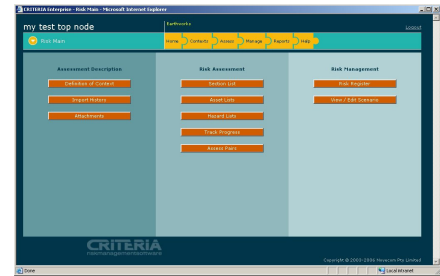
Key to the success of any risk management activity is **risk identification**. As the risk assessment facilitator, Advitech focused on bringing the right people together in workshops to assess risks on each aspect of the project. Importantly, all participants were encouraged to contribute their knowledge and experience to identify as many potential threats to safety, environment, budget and schedule as possible. Advitech's risk 'guideword' approach assisted in risk identification, by stimulating discussion on potential risk scenarios.

Second, it was essential to gain **commitment to risk mitigation actions** (with promised dates) as soon as possible. Using standard reports from Criteria® Enterprise, project personnel were kept informed of their responsibilities on a weekly basis, and managers could track the progress of actions.

Third, it was important to be **efficient in risk assessment**, so time and resources were not overstretched. Using Criteria Enterprise's specially designed risk assessment template and a data projector, risk scenarios were captured live during risk assessments and the data was imported directly into the risk management database after each meeting.

Benefits Provided by Criteria Enterprise

- Provided a convenient way to record and file risk assessment data.
- Enabled immediate follow up of actions, so commitments were addressed from the outset.
- Allowed quick dissemination of minutes, including agreed actions.

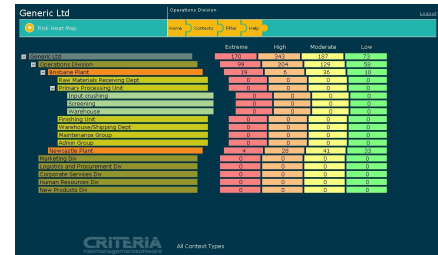


Item	Category	Sub-category	Item	Assessment	Comments	Current Status	Priority	Owner	Due Date	Comments
1	SAFETY	Working	Working	Working	Working	Working	Working	Working	Working	Working
2	SAFETY	Working	Working	Working	Working	Working	Working	Working	Working	Working
3	SAFETY	Working	Working	Working	Working	Working	Working	Working	Working	Working
4	SAFETY	Working	Working	Working	Working	Working	Working	Working	Working	Working
5	SAFETY	Working	Working	Working	Working	Working	Working	Working	Working	Working
6	SAFETY	Working	Working	Working	Working	Working	Working	Working	Working	Working
7	SAFETY	Working	Working	Working	Working	Working	Working	Working	Working	Working
8	SAFETY	Working	Working	Working	Working	Working	Working	Working	Working	Working
9	SAFETY	Working	Working	Working	Working	Working	Working	Working	Working	Working
10	SAFETY	Working	Working	Working	Working	Working	Working	Working	Working	Working

Advitech's risk experience, combined with the tools provided by Criteria, resulted in a successful strategy for risk management.

This contributed to the safety of over 700 people, and the overall success of the project.

- Criteria's 'heat map' provided a high-level view of project-wide risk at each evaluated level (e.g. extreme, high, medium and low), at a glance.
- Due dates and overdue actions were easily viewed and reported on, sorting by person responsible.
- Audit trails and progress notes tracked how risks were resolved, as actions were implemented and risk scenarios were re-scored.
- Residual risks were shown in a way that facilitated handover to operators at the end of the project.
- Archived data can be easily re-examined, perhaps for similar projects in the future.



How Were Commitments to Actions Managed?

- Every identified risk mitigation action was assigned to an individual.
- 'Incomplete Actions' report was used to extract actions and due dates for each responsible person.
- Individuals with appropriate permissions could log into the system at any time to check progress.
- A central person was appointed to follow up on all allocated actions, and update data as they received feedback from individuals responsible for actions.
- In effect, the central person provided an audit function on actions, being alert for inconsistencies, program impacts and the like.
- Automated email reminders could be activated for important actions, if desired.
- Actions against high risk scenarios were slated for further audit before accepting a re-rating, and progress notes against each scenario provided supporting information.

Name	Risk Score	Feedback To	Assign	Action	Process Responsible
1. 10/10/10 Late delivery of product	No	Branch, Sales	Branch, Sales	1. 10/10/10	Branch, Sales
11. 10/10/10 Late delivery of product	No	Marketing, Partner	Marketing, Partner	1. 10/10/10	Marketing, Partner
12. 10/10/10 Late delivery of product	No	Marketing, Partner	Marketing, Partner	2. 10/10/10	Marketing, Partner
13. 10/10/10 Late delivery of product	No	Marketing, Partner	Marketing, Partner	1. 10/10/10	Marketing, Partner
14. 10/10/10 Late delivery of product	No	Marketing, Partner	Marketing, Partner	1. 10/10/10	Marketing, Partner
15. 10/10/10 Late delivery of product	No	Marketing, Partner	Marketing, Partner	1. 10/10/10	Marketing, Partner
16. 10/10/10 Late delivery of product	No	Marketing, Partner	Marketing, Partner	2. 10/10/10	Marketing, Partner
17. 10/10/10 Late delivery of product	No	Marketing, Partner	Marketing, Partner	2. 10/10/10	Marketing, Partner
18. 10/10/10 Late delivery of product	No	Marketing, Partner	Marketing, Partner	2. 10/10/10	Marketing, Partner
19. 10/10/10 Late delivery of product	No	Marketing, Partner	Marketing, Partner	4. 10/10/10	Marketing, Partner
20. 10/10/10 Late delivery of product	No	Marketing, Partner	Marketing, Partner	4. 10/10/10	Marketing, Partner
21. 10/10/10 New conformity product	No			4. 10/10/10	Marketing, Partner

Further information:

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