



# Risk Assessment

## **New travel requirements for Regional Hubs**

**NSW Community Corrections**

October 2021



Location	CSNSW Community Corrections (Regional areas)
Assessment date	7 <sup>th</sup> October 2021
Assessment conducted by	Dane Byrne – Health and Safety Representative Melinda Wit – Acting Director North Nyree Smith – Director West Bev Chidgey – Director South Jason Hainsworth – Director Community Corrections Strategy Steve Cosgrove – HR Advisor IR Shivani Singh – HR Advisor WHS
Report date	11 <sup>th</sup> October 2021
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## Background

Community Corrections is currently consulting on a proposed administration and management restructure. One part of the proposal is to create 9 hubs in regional areas to deliver more consistency in the responsibilities of managers across the state.

The expectation is that managers (Grade 9/10 and/or Grade 11/12) and Administration Supervisors (Grade 3/4) will be based in one office but will need to travel between the two hub locations to supervise staff across the offices within the hub.

The above requirement, travel between hubs, has been identified as a change in role requirement.

Below table summarises the distance required to travel between the hubs. All hubs require less than 1.5 half hours driving except for 2 hubs; Bega/Batemans Bay and Coonamble/Dubbo.

North-	Grafton/Clarence	24.6km	21min drive
	Glen Innes/Inverell	70.1km	51mins
	Casino/Lismore	31.9km	26mins
	Gunnedah/Tamworth	79.1km	1hr
South –	Bega/Batemans Bay	145km	1hr47
	Bowral/Goulburn	77.7km	57mins
	Cooma/Queanbeyan	106km	1h13
	Tumut/Wagga Wagga	106km	1h19
West -	Coonamble/Dubbo	160km	1h42

There will be flexibility around the regularity with which people managers travel between hub locations based on local discussions, staffing and business needs.

Some workers already travel in the areas due to the need to conduct home visits and staff remote reporting centre.

New positions will be advertised, and travel requirements between hubs will be clearly stipulated within the role descriptions.

## Scope

WHS Unit within HR Business Partner Team for CSNSW has been requested to facilitate a risk assessment due to change in role requirement which requires workers to travel between newly proposed hubs.

The Work Health and Safety Act 2011 places a general duty on businesses to ensure, so far as reasonably practicable, that the workplace is without risks to health and safety of any person. This includes when on and around the road.

References:

- *Road Safety and Your Work: A Guide for Employers – Transport for NSW - May 2019*
- *How to Manage Work Health and Safety Risks – Code of Practice – SafeWork NSW - August 2019*

This risk assessment is general in nature, whereby it identifies overall hazards and risk factors associated with work-related driving requirements for newly proposed hubs within the workgroup. A comprehensive list of risk factors has been summarised below.

To ensure WHS [\*due diligence\*](#), Directors and or appropriate levels of management are to conduct risk assessments on newly proposed hubs based on specific risks to health and safety within their regions/ hubs to consider factors such as frequency in travel, travel route, distance etc and put control measures in place as required. (please refer to recommendations on page 7).

A Risk Assessment activity table was completed in consultation with:

- Dane Byrne – HSR
- Melinda Wit – Acting Director North
- Nyree Smith – Director West
- Bev Chidgey – Director South
- Jason Hainsworth – Director Community Corrections Strategy
- Steve Cosgrove – HR Advisor IR
- Shivani Singh – HR Advisor WHS

# Findings

*Two Thirds (67 percent) of fatalities on NSW roads occur on country roads. Driving in regional, rural and remote areas of NSW can be a challenging task. Environmental factors such as poorer road condition and design, higher speed limits, increased roadside hazards contribute to a greater risk and severity of a crash on regional roads. Around 81 per cent of all fatal crashes on country roads involve local residents.*

*In NSW, speeding consistently contributes to around 41 per cent of road fatalities and 24 per cent of serious injuries each year.*

*Driver fatigue is one of the tree big killers on NSW roads. Fatigue- related crashes are almost three times as likely to be fatal than any other crashes.*

## References:

- NSW Government: [Towardszero.nsw.gov.au](https://towardszero.nsw.gov.au)

Across Community Corrections, there were 48 Motor Vehicle Accidents reported in the last 5 years (2017 to 2021). 15 of these were workers compensation claims which averages 3 claims per year. More broadly across CSNSW there was 1 worker fatality 15 years ago and 1 worker received serious injury (5 years ago) from a motor vehicle accident both during long distance and regional driving which indicates major consequences.

Once the recommended control measures (refer to page 6) have been applied, there is **medium** risk of physical injuries and incidents associated with work-related driving activity.

There is **low** risk of psychological injuries due to psychosocial risk factors such as role requirement change requiring travel.

# Risk Factors

Due to the general nature of this risk assessment, the hazards associated with driving between hubs was further sub-categorised to include long distance driving, regional driving, and vehicles.

Risk factors associated with general work- related **driving** activity includes:

- Sharing roads with other vehicles
- Sharing roads with pedestrians
- High speed roads such as highways
- Unfavourable road conditions
- Heavy Traffic
- Overtaking
- Unsafe vehicles
- Bad weather conditions such as wet/ slippery / icy roads/ flood water.
- Poor visibility (darkness, fog, rain, morning glare etc)
- Natural Disasters such as flooding and bushfires
- Unreported accidents
- Uneven roads / potholes
- Gravel/ rough road surface
- Wet road conditions
- Alcohol and other drugs
- Some Prescription medication can cause drowsiness

- some staff are using private vehicles

Risk factors associated with **long distance driving** includes:

- Fatigue, (Signs and risks include yawning, tiredness and lapse in concentration, poor concentration, sore/tired eyes, restlessness, drowsiness, slow reactions, oversteering)
- Sleep debt
- Microsleep
- Excessive workloads and demanding work can cause fatigue
- Extended travel periods due to road works/ heavy traffic/road conditions
- Repetition can cause risk of fatigue related crashes on long stretches of straight road.
- Driving during hours when your body naturally wants to sleep such as night and early in morning.

Risk factors associated with **regional driving** includes:

- Lack of experience in driving within a wider geographical area
- Single lane roads
- Sharing road with heavy vehicles that take longer to stop, and larger blind spots
- Fewer safety measures such as barriers
- High speed roads
- Narrow and unsealed roads (risk of skidding, lose control, sliding or rollover)
- Some surfaces with gravel/ sand or dirt whereby tyres can lose tractions and loose dirt and gravel can be thrown up by other vehicles)
- Dry weather can create dust and limit visibility
- Flood water
- Wet weather can make roads muddy, slippery and boggy.
- Hilly terrain and winding roads
- Wildlife on road (risk of swerving to avoid animals)
- Judgement of overtaking such as space required manoeuvre safely on roads and highways with higher speed limits
- Limited mobile phone coverage
- Limited service stations

Risk factors associated with **vehicles** includes:

- Age of vehicle, deficient maintenance
- Availability of vehicles such as size and type
- Driver's stature, (height, size, build)
- Driver has pre-existing conditions or other limitations

There is **low** risk of psychological injuries identified in the psychosocial risk factors below:

- Some workers have a new role requirement which now requires travel between regional hubs, which may present identified psychosocial risks.

## Recommendations

Health and safety of workers are to be managed and risks to be eliminated or minimised so far as [reasonably practicable](#).

The following recommendations have been made:

- 1) Provide workers induction and or refresher training on driver safety. Workers are encouraged to utilise the Road Safety Program; icare have created in partnership with Transport NSW. It consists of Road Safety Online Learning modules, A Road Safety Launch Webinar (staff can register for 21<sup>st</sup> October 2021) and some additional resources such as fact sheets, checklists, and guides. (Attachments on information has been provided with report).
- 2) Encourage workers to assess need for frequent drive, consider alternatives such MS Teams etc
- 3) Develop, implement, and or review safe driving procedures to establish local arrangements and communication on processes such as (but not limited to):
  - Monitoring and supervising work-related travel
  - Establishing systems to give managers or colleagues the details of your route and expected arrival times
  - Providing Contact information for the right person if something goes wrong during the trip such as roadside assistance, medical emergencies etc.
  - Ensuring workers are competent to drive (current driver's licence)
  - Ensuring workers are fit to drive and are not impaired (communications between workers and their relevant supervisor)
  - Fleet cars are to be used unless otherwise approved for private vehicle use by managers. Vehicles to have first aid kit and fit for purpose.
  - Pre - drive checklist , Visual Vehicle check, pre drive fatigue test ([testyourtiredself.com.au](http://testyourtiredself.com.au))
  - Scheduling work to account for speed limits and managing fatigue; allowing plenty of time to get to destination
  - Ensuring workers are not expected to make or respond to calls when travelling
  - Considering travel during day; Avoiding long drives after work or other physically or mentally draining activities.
  - Workers to plan travel such as where they can stop for fuel, carry water and utilising tools such as [Check Live Traffic NSW](#) before they start their trip , check weather forecast and delay trip if necessary
  - Workers to take rest breaks consider some useful tips such as if fatigued then pull over to take naps; 20 minutes works best
  - Workers to charge mobile phones in the event you need it for emergencies. It should operate in regional centres but may not operate in areas in between. Consider another rout or carry another type of communication device such as satellite phone, SPOT tracker or EPIRB; **Or** if provider does not have coverage, check for 'SOS Only 'to make calls in an emergency.
  - Accountability systems such as infringements
  - Reporting requirements on incidents/ injuries/ near misses
- 4) Newly proposed Regional Hubs and Fleet Management to review the existing risk controls' effectiveness to ensure:
  - A rigorous process is in place for selection and supply of CSNSW Departmental motor vehicles is implemented.
  - Departmental vehicles are well maintained
  - Vehicles are fit for purpose.

- Vehicles have first aid kits
  - Vehicles with sufficient ergonomic and comfort features such as seat adjustments
  - CSNSW staff who drive for departmental purposes can express comment on vehicle ergonomics and comfort features for management considerations
  - Flexible fleet management practices (e.g can vehicles be swapped between users and regions as required?)
  - Fleet variety facilitates choice of vehicle, including sizes, to accommodate staff of varying built and height
- 5) To ensure WHS *due diligence*, Directors and or appropriate levels of management are to conduct risk assessments on newly proposed hubs based on specific risks to health and safety within their regions/ hubs. This will allow them to consider factors such as frequency in travel, travel route, distance etc and put control measures in place in accordance with above considerations and recommendations. A comprehensive list of general risk factors in the context of this risk assessment has been provided on page 4 and 5). To review WHS responsibilities please refer to [WHS Risk Management Procedure](#).
- 6) Workers' enquires on any insurance related matters on Workers compensation liability related to driving and journey claims can be forwarded to Injury Management Unit. Please email [injury.management@justice.nsw.gov.au](mailto:injury.management@justice.nsw.gov.au).
- 7) Continue consultation with workers and ongoing review and monitoring of health and safety risks.

### Driving to and from Regional Hubs

Hazard	Risk Factors	Existing Controls	Pre-Rating	Recommendations	Post Rating
Driving	<p>Possibility of physical injuries and incidents due to risk factors such as:</p> <ul style="list-style-type: none"> <li>• Sharing roads with the other vehicles</li> <li>• Sharing roads with pedestrians</li> <li>• Speed</li> <li>• Unfavourable Road conditions</li> <li>• Heavy Traffic</li> <li>• Overtaking</li> <li>• Unsafe Vehicles</li> <li>• Bad weather conditions such as wet/ slippery / icy roads/ flood water.</li> <li>• Poor visibility (darkness, fog, rain , morning glare etc)</li> </ul>	<ul style="list-style-type: none"> <li>• Road rules and Driving laws requiring driver's licence</li> <li>• Drivers Licence checked every quarter</li> <li>• CSNSW hazard and incident reporting</li> <li>• Fleets cars</li> <li>• Fleet policy / vehicle</li> <li>• Use of motor vehicle policy</li> <li>• Covers maintenance / compliance</li> <li>• Roadside assistance</li> </ul>	<p><b>C3 = 13</b></p> <p><b>MEDIUM</b></p>	<ol style="list-style-type: none"> <li>1) Provide workers induction and or refresher training on driver safety. Workers are encouraged to utilise the Road Safety Program; icare have created in partnership with Transport NSW. It consists of Road Safety Online Learning modules, A Road Safety Launch Webinar (staff can register for 21<sup>st</sup> October 2021) and some additional resources such as fact sheets, checklists, and guides. (Attachments on information has been provided with report).</li> <li>2) Encourage workers to assess need for frequent drive, consider alternatives such MS Teams etc</li> <li>3) Develop, implement, and or review safe driving procedures to establish local arrangements and communication on processes such as (but not limited to): <ul style="list-style-type: none"> <li>• Monitoring and supervising work-related travel</li> <li>• Establishing systems to give managers or colleagues the details of your route and expected arrival times</li> </ul> </li> </ol>	<p><b>C3 = 13</b></p> <p><b>MEDIUM</b></p>



- Natural Disasters such as flooding and bushfires
- Unreported accidents
- Uneven roads / potholes
- Gravel/ rough road surface
- Wet road conditions
- Alcohol and other drugs
- Some Prescription medication can cause drowsiness
- some staff are using private vehicles

- offered by fleet services
- Staff provided with a Mobile Phone
- DCJ WHS Policy
- Consultation arrangements
- Dynamic Risk Assessments/ Checklists
- Alcohol and Other Drugs Policy
- Flexibility on frequency of travel
- Carpark available

- Providing Contact information for the right person if something goes wrong during the trip such as roadside assistance, medical emergencies etc.
- Ensuring workers are competent to drive (current driver's licence).
- Ensuring workers are fit to drive and are not impaired (communication between worker and their relevant supervisor).
- Fleet cars are to be used unless otherwise approved for private vehicle use by managers. Vehicles to have first aid kit and fit for purpose.
- Pre - drive checklist , Visual Vehicle check, pre drive fatigue test ([testyourtiredself.com.au](http://testyourtiredself.com.au))
- Scheduling work to account for speed limits and managing fatigue; allowing plenty of time to get to destination
- Ensuring workers are not expected to make or respond to calls when travelling
- Considering travel during day; Avoiding long drives after work or other physically or mentally draining activities.
- Workers to plan travel such as where they can stop for fuel, carry water and utilising tools such as [Check Live Traffic NSW](#) before they start their trip , check weather forecast and delay trip if necessary
- Workers to take rest breaks consider some useful tips such and if fatigued then pull over to take naps; 20 minutes works best
- Workers to charge mobile phones in the event you need it for emergencies. It should operate in regional centres but may not operate in areas in between. Consider another route / carry another type of communication device such as satellite phone, SPOT tracker or EPIRB; Or if provider does not have coverage, check for 'SOS Only 'to make calls in an emergency.
- Accountability systems such as infringements
- Reporting requirements on incidents/ injuries/ near misses

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|  |  |  |  | <p>4) Newly proposed Regional Hubs and Fleet Management to review the existing risk controls' effectiveness to ensure:</p> <ul style="list-style-type: none"> <li>• The rigorous process is in place for selection and supply of CSNSW Departmental motor vehicles is implemented.</li> <li>• Departmental vehicles are well maintained</li> <li>• Vehicles are fit for purpose.</li> <li>• Vehicles have first aid kits</li> <li>• Vehicles with sufficient ergonomic and comfort features such as seat adjustments</li> <li>• CSNSW staff who drive for departmental purposes can express comment on vehicle ergonomics and comfort features for management considerations</li> <li>• Flexible fleet management practices (e.g can vehicles be swapped between users and regions as required?)</li> <li>• Fleet variety facilitates choice of vehicle, including sizes, to accommodate staff of varying built and height</li> </ul> <p>5) To ensure WHS <i>due diligence</i>, Directors and or appropriate levels of management are to conduct risk assessments on newly proposed hubs based on specific risks to health and safety within their regions/ hubs such as frequency in travel, travel route, distance etc and put measures in place in accordance with above considerations and recommendations. To review WHS responsibilities please refer to <a href="#">WHS Risk Management Procedure</a>.</p> <p>6) Workers' concerns on any insurance related questions on Workers compensation liability related to driving can be forwarded to WHS Unit. Please email <a href="mailto:injury.management@justice.nsw.gov.au">injury.management@justice.nsw.gov.au</a>.</p> <p>7) Continue consultation with workers and ongoing review and monitoring of health and safety risks.</p> |  |
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**Long Distance Driving:** Risk rating for long distance driving is based on data and added higher risk factors outlined on page 4-5 and in consultation with Senior WHS Manager

Hazard	Risk	Existing Controls	Pre-Rating	Recommendations	Post Rating
Long Distance Driving	<ul style="list-style-type: none"> <li>• long-distance driving can cause fatigue , signs and risks include yawning, tiredness and lapse in concentration , poor concentration, sore/tired eyes, restlessness, drowsiness, slow reactions, oversteering</li> <li>• Sleep debt</li> <li>• Microsleep</li> <li>• Excessive Workloads and demanding work can cause fatigue</li> <li>• Extended travel periods due to road works/ heavy traffic/road conditions</li> <li>• Repetition -Risk of fatigue related crashes on long stretches of straight road.</li> <li>• Driving during hours when your body naturally wants to sleep such as night and early in morning</li> </ul>	As above	<b>C4= 18 HIGH</b>	As above	<b>B4= 12 MEDIUM</b>

**Regional Driving** : Risk rating for regional driving is based on data and added higher risk factors outlined on page 4-5 and in consultation with Senior WHS Manager

Hazard	Risk	Existing Controls	Pre-Rating	Recommendations	Post Rating
Regional Driving	<ul style="list-style-type: none"> <li>• Lack of experience in driving within a wider geographical area</li> <li>• Single lane roads</li> <li>• Sharing road with heavy vehicles that take longer to stop , and larger blind spots</li> <li>• Fewer safety measures such as barriers</li> <li>• High speed roads</li> <li>• Narrow and unsealed roads (risk of skidding, lose control, sliding or rollover)</li> <li>• some surfaces with gravel/ sand or dirt whereby tyres can lose tractions and loose dirt and gravel can be thrown up by other vehicles)</li> <li>• Dry weather can create dust and limit visibility</li> <li>• Flood water</li> <li>• Wet weather can make roads muddy, slippery and boggy.</li> </ul>	As above	<b>C4=18 HIGH</b>	As above	<b>B4=12 MEDIUM</b>

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|--|---|--|--|--|--|
|  | <ul style="list-style-type: none"><li>• Hilly terrain and winding roads</li><li>• Wildlife on road (risk of swerving to avoid animals)</li><li>• Overtaking judging space required manoeuvre safely on roads and highways with higher speed limits</li><li>• Mobile phone coverage</li><li>• Limited service stations</li></ul> |  |  |  |  |
|--|---|--|--|--|--|

## Vehicle

Hazard	Risk	Existing Controls	Pre-Rating	Recommendations	Post Rating
Vehicle	<ul style="list-style-type: none"> <li>• Age of vehicle, deficient maintenance</li> <li>• Availability of vehicles such as size and type</li> <li>• Driver's stature, (height, size, built)</li> <li>• Driver ergonomics, driver has pre-existing conditions or other limitations</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of Fleet vehicles</li> <li>• Vehicle conveniently loaded under nominal conditions</li> <li>• The rigorous process is in place for selection and supply of CSNSW Departmental motor vehicles is implemented.</li> <li>• Departmental Vehicles are well maintained,</li> <li>• Departmental vehicles have first aid kit</li> <li>• CSNSW staff who drive for departmental purposes can express comment on vehicle ergonomics and comfort features for management considerations</li> <li>• Flexible fleet management practices (e.g</li> </ul>	<p><b>C3=13</b> <b>MEDIUM</b></p>	<p>As above</p>	<p><b>C3= 13</b> <b>MEDIUM</b></p>

		<p>vehicles can be swapped between users and regions as required.</p> <ul style="list-style-type: none"><li>• Fleet variety facilitates choice of vehicle, including sizes, to accommodate staff of varying built and height</li><li>• Vehicles with sufficient ergonomic and comfort features such as seat adjustments</li><li>• Fleet cars are to be used unless otherwise approved for private vehicle use by managers.</li></ul>			
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**Psychosocial Risks due to change in role requirements which now requires travel to and from hubs**

Hazard	Risk	Existing Controls	Pre-Rating	Recommendations	Post Rating
<p>Impact due to new role requirements; Some workers are now required to travel between hubs.</p>	<ul style="list-style-type: none"> <li>• Risk of psychological injury such as anxiety due to new role requirements</li> <li>• Lack of driver's skills, experience and safety awareness</li> </ul>	<ul style="list-style-type: none"> <li>• Recruitment procedures</li> <li>• Positions will be advertised, and the travel requirement will be included in the role descriptions.</li> <li>• Employee Assistance Program</li> </ul>	<p><b>A2= 2</b> <b>LOW</b></p>	<ul style="list-style-type: none"> <li>• Ongoing monitoring of health and safety risks.</li> </ul>	<p><b>A2=2</b> <b>LOW</b></p>



Use this information to help you complete the risk management table on the front of this form.

## Step 1 Identify hazards

Identify the things or situations that could potentially cause harm to people.

### How to identify hazards

Try a number of ways, including:

Inspecting the workplace

- Consulting workers, directly or through surveys, representatives, etc.
- Information from industry bodies, regulators and specialists, etc.
- Reading instruction manuals or safety data sheets
- Reviewing your records of incident reports, complaints, health monitoring, etc.

### Where to look

Look in all aspects of work, including:

- the physical work environment
- equipment, materials and substances used
- work tasks and how they are performed
- work design and management (e.g. shift work)

## Step 2 Assess hazards

Consider *what* could happen if someone is exposed to a hazard and how *likely* that is.

### Level of risk

Work out the level of risk by considering the possible severity injury and likelihood of it occurring.

The level of risk will increase as the likelihood and severity increase.

#### Severity

How severe could the harm be? Consider what type of injuries may happen, who it affects, if it could escalate, etc.

#### Likelihood

Work out the likelihood of harm occurring. You can estimate it by considering:

- How often is the task done? Does this make the harm more or less likely?
- How close do people get to the hazard?
- Has it ever happened before, either in your workplace or somewhere else? How often?

Consider if the harm is: certain to occur, very likely, possible, unlikely or rare.

## Step 3 Control hazards

Try to eliminate the risk first, or if that is not possible, put controls in place that minimise the risk so far as is reasonably practicable.

### Finding the best control

You can rank ways of controlling risks from the highest level of protection and reliability to the lowest. This ranking is known as the *hierarchy of risk control* (see below).

Always start at the most effective control (level 1, elimination), and work down the hierarchy.

Hierarchy	Control type	Action and Examples
<b>Level 1</b> Ideal situation (most effective)	<b>Elimination</b>	<b>Get rid of the hazard.</b> This is the best option, if it can be done (often, in practice, this is not possible). <i>Example: Elimination of loose furniture in cells.</i>
<b>Level 2</b> Effective	<b>Substitution</b>	<b>Use something less dangerous.</b> Replace a hazardous process or substance or equipment with a safer one. <i>Examples: Substituting a hazardous chemical with a less potent alternative; substituting a large property tub with a smaller / lighter tub.</i>
	<b>Isolation</b>	<b>Use barriers or guards.</b> Isolate the hazard from workers and bystanders <i>Example: Erecting barricades to redirect pedestrians away from a hole.</i>
	<b>Engineering</b>	<b>Design and install equipment to counteract the hazard.</b> Apply a technological approach to reduce the risk. <i>Example: Designing equipment to lift and manoeuvre heavy objects, which would otherwise be done by hand.</i>
<b>Level 3</b> Less effective	<b>Admin</b>	<b>Make workplace arrangements.</b> Reduce exposure to a hazard, and increase awareness. <i>Examples: Implement safety procedures, provide training, post warning signs around a hazardous site, etc.</i>
	<b>Personal Protective Equipment (PPE)</b>	<b>Personal Protection.</b> Provide a barrier between the worker and the working environment. The hazard still exists - this is the last line of defence. <i>Examples: Latex gloves, safety glasses, hearing protection, etc.</i>

## Step 4 Review controls

Reviews will help you identify if your controls become less effective.

### Regular reviews

The control measures that you put in place should be reviewed regularly to make sure they work as planned. Don't wait until something goes wrong.

If you find problems, go back through the risk management steps, review your information and make further decisions about risk control.

Risk Matrix		CONSEQUENCE				
		1. Insignificant (Minor injuries, first aid treatment required)	2. Minor (Injuries involving medical treatment with no time lost)	3. Moderate (Medical treatment required and time off work)	4. Major (Injuries requiring hospitalisation, extended time off work, long term disabilities)	5. Extreme (Fatalities, extensive injuries requiring widespread medical attention)
LIKELIHOOD	E. Almost Certain (Risk event is expected to occur)	Low (act this month*) 8	Medium (act this week*) 15	High (act today*) 22	Critical (act immediately*) 24	Critical (act immediately*) 25
	D. Likely (Risk event will probably occur)	Low (act this month*) 7	Medium (act this week*) 14	High (act today*) 19	High (act today*) 21	Critical (act immediately*) 23
	C. Possible (Risk event may occur, but considered more likely not to occur)	Low (act this month*) 6	Medium (act this week*) 11	Medium (act this week*) 13	High (act today*) 18	High (act today*) 20
	B. Unlikely (Risk event probably won't occur, but it still could happen, especially over a longer time frame)	Low (act this month*) 3	Low (act this month*) 5	Medium (act this week*) 10	Medium (act this week*) 12	High (act today*) 17
	A. Rare (Risk event is very unlikely to occur in this context, but still a remote possibility)	Low (act this month*) 1	Low (act this month*) 2	Low (act this month*) 4	Medium (act this week*) 9	High (act today*) 16