INSERT YOUR COMPANY LOGO/NAME HERE

F-610-001
Risk and Opportunity Worksheet

Risks and Opportunities Guidelines

- The risks and opportunities are determined and addressed in order to ensure that the QMS can achieve its intended result(s), prevent, or reduce, undesired effects, and achieve continual improvement.
- Options to address risks and opportunities can include: avoiding risk, taking risk in order to pursue an opportunity, eliminating the risk source, changing the likelihood or consequences, sharing the risk, or retaining risk by informed decision.
- Actions to address the risks and opportunities are planned in order to integrate and implement them into the processes and to evaluate the effectiveness of these actions.
- Actions taken to address risks and opportunities are proportionate to the potential impact on the conformity of products and services.
- With inputs from the Quality team / ISO steering committee, this risk and opportunity worksheet is prepared by the Quality team leader / ISO management representative.
- The Quality team / ISO steering committee is responsible to set priorities for projects where risks and opportunities need to be addressed and to assign risk or opportunity project responsibilities.

The following instructions are used to assess the risks associated with the planning of the QMS processes and to assign priorities for the actions needed to address the risks and opportunities.

To determine the risks and opportunities that need to be addressed:

- In table below identify the activities/processes that are risk and opportunity candidates,
- Assign a value for each assessment category,
- R-values of 1 and 2 represent Risks/Threats, and O-values of 3 and 4 represent Opportunities.
- The project planning worksheet F-810-002 is used to plan high priority projects.

Customer Impact: How much does the customer care?
1 = Low customer priority
4 = Very important to the customer

Changeability Index: Can you fix it?
1 = Very Difficult / Expensive to fix
4 = Relatively easy / cheap to fix

Performance Status: How broken is it?
1 = Only a few problems in the past
4 = Always seems to be causing problems

Business Impact: How important is it to the business?
1 = Has little impact on the business
4 = Is very important to the business

Work Impact: What resources are available?
1 = People who have capability to work on this activity are scarce
4 = People who have capability to work on this activity can be available

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Risk and Opportunity Worksheet

Process / Activity	Customer Impact	Changeability Index	Performance Status	Business Impact	Work Impact	Rank	
						R	O

Review and Approval	
Prepared by: Quality team leader / SO management rep.	Date:
Reviewed by: Quality team / ISO steering committee	Date:
Approved by: President	Date:

The worksheet form F-610-001 provides for options / methods for risk analysis. Choose the option that is best suited for you – refer next page.

Example of completed worksheet

This worksheet is used to identify the processes required for the Quality Management System. It is designed to ensure that all the requirements of the AS 9110 C standard are addressed and documented information available. In addition, the worksheet can be used as a training tool to help interested parties, such as employees, customers, auditors, and registrar understand your QMS.

PROCESS INPUTS - AS 9110 C for Aviation Maintenance Organizations	PROCESS OUTPUTS Key Processes	DOCUMENTED INFORMATION for Processes	RESPONSIBILITY for Processes	REMARKS
Quality management systems - Requirements 1 Scope 2 Normative references 3 Terms and definitions	QMS-Manual	QM-9110-C Manual p.5 Manual p.6	President	
4 Context of the organization	Context of the organization	QMS-Section D	-----	
4.1 Understanding the organization and its context	**Organizational context**	P-400	President	
	Context	P-400 par 5.1		
	Context of the organization worksheet	F-440-002	AS committee	
4.2 Understanding the needs and expectations of interested parties	Needs and expectations	P-400 par 5.2		
4.3 Determining the scope of the quality management system	Scope of the QMS	P-400 par 5.4		
4.4 Quality management system and its processes	Process interactions	P-400 par 5.5		
	Flow diagram	FD-440-001		
	QMS Process Identification	F-440-001	Management representative	This Form
4.4.1 The organization … 4.4.2 To the extent …	Process support, confidence, and documented information	P-400, par 5.6 – 5.7		

5 Leadership	Leadership	QMS-Section D	-----	
5.1 Leadership and commitment	**Leadership**	P-500	President	
5.1.1 General	Leadership and commitment	P-500, par 5.1		
	Business process map	FD-510-001	AS Committee	
5.1.2 Customer focus	Customer focus	P-500, par 5.2		
5.2 Policy	Quality policy	P-500, par 5.3	AS Committee	
5.2.1 Establishing the quality policy	Quality policy – attachment	A-520-001		
5.2.2 Communicating the quality policy	Communication	P-500, par 5.3.5		
5.2.3 Establishing and communicating the safety policy	Safety policy	P-500 par 5.4	AS Committee	
	Safety policy - attachment	A-520-002		
5.3 Organizational roles, responsibilities, and authorities	Roles, responsibility, and authority	P-500 par 5.5		
	Management representative	P-500 par 5.5.2		
5.3.1 Accountable manager	Accountable manager	P-500 par 5.5.3		
5.3.2 Quality manager	Quality manager	P-500 par 5.5.4		
5.3.3 Other appointed managers	Other managers	P-500 par 5.5.5		
	Organization chart	A-530-001	H R manager	
6 Planning	Planning for the QMS	QMS-Section-D	-----	
6.1 Actions to address risks and opportunities	**Planning for the QMS**	P-600	Management rep	
6.1.1 When planning for the QMS…	Planning the QMS	P-600, par 5.1		
6.1.2 The organization shall plan …	Risk management- QMS Planning	P-600, par. 5.3		

GUIDELINES – Evaluation and Selection of External Providers	Date Approved _____	Data Form A-840-001

Providers are evaluated and selected by one of the following methods:

Review methods listed below at par 1.1 to 1.6 and select one or more that are appropriate for your company.

If you have goods or services that vary in its impact on quality you may want to set up categories, the higher the impact the more comprehensive the method. You may need to combine more than one method, for example an audit and samples for inspection and test.

1.1 The provider is, at a minimum, registered to ISO 9001:2015.

- Purchasing department staff reviews and maintains a copy of their certificate and quality manual on file.
- Purchasing / Quality management staff performs quality system development with the objective of provider conformance to ISO 9001:2015 and leading to AS 9100 D.

1.2 The provider provides graded or classed material, and provides certificate of analysis with the material or item.

1.3 Samples of the materials or items are provided for inspection and test, with satisfactory results.

- The person requesting the purchase documents the sample size required and the inspection and test to be performed on the purchasing documents.
- Completed inspection and test records show the criteria for acceptance and the actual results. If they are acceptable, the requisitioner sends them to purchasing to be kept in the provider's file.

1.4 An audit of the provider confirms that required elements of a quality system are in place and results documented in the provider assessment report F-840-001.

- The Quality manager assigns an individual or team to perform the audit.
- The Quality manager reviews the completed audit checklist, and determines if the supplier meets requirements.
- If the provider meets requirements, the purchasing manager indicates acceptance on the provider assessment report and keeps the audit checklist in the provider's file.
- The approved provider is added to the List of acceptable sources, form F-840-002.

1.5 The provider is specified by the customer contract. The use of customer designated providers does not relieve Your Company of the responsibility to ensure quality.

1.6 The Purchasing department places a trial order.

- Purchasing department orders the material or item, and the requisitioner uses the material, and measures the results.
- If the results are not acceptable, the product that it was used for is controlled according to the control of nonconforming product procedure, P-870.
- If the results are acceptable, they are documented and kept in the provider's file.