

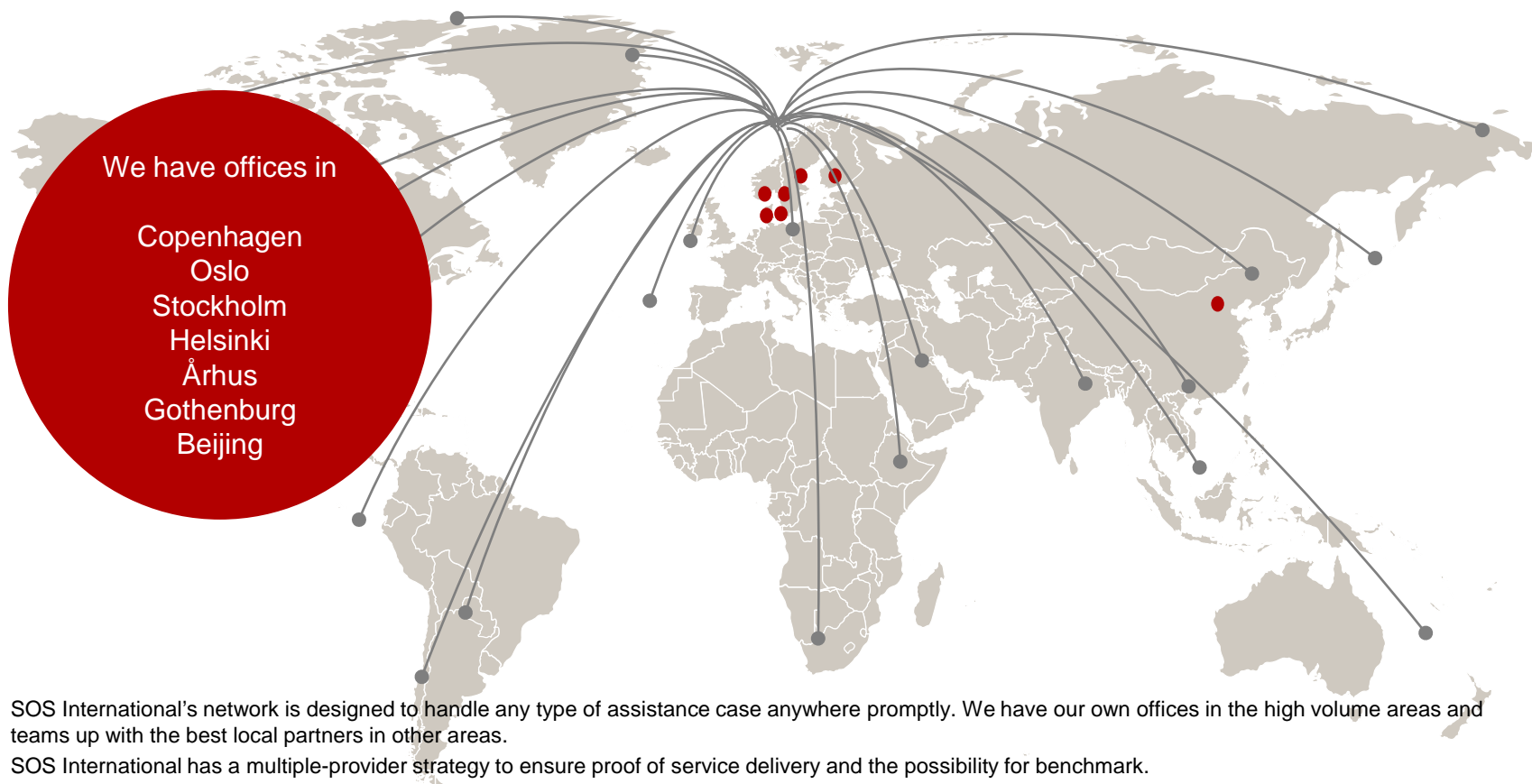
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# SOS International

Qualiware International Conference



# Nordic presence – global reach



# The leading assistance organisation in the Nordic region

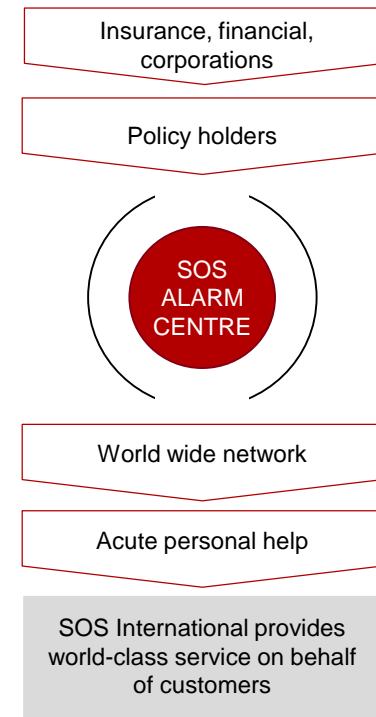
## FACTS



## OWNERS



## WHITE LABEL BUSINESS MODEL



# Three strong business areas

## TRAVEL/MEDICAL ASSISTANCE



- Acute personal assistance worldwide
- Expatriate services
- Air, ground and sea transportation
- Handling of lost luggage, ticketing, pre-departure, counselling
- Development of detailed country reports
- Acute medical hotline
- Medical advice
- Medical transportation
- Crisis management
- Claims handling

## HEALTHCARE SERVICES



- Preventive health treatment
- Health recovery advisory and planning
- Psychological hotline and support
- E-health
- Health lifestyle advisory
- Chronic diseases advisory and planning

## ROADSIDE ASSISTANCE



- Acute roadside assistance
- Heavy vehicle assistance
- In-car telematics
- Damage control + claims and property handling
- Cost control
- TPA services
- Dispatch of towing vehicles, etc.
- Home assistance

# A wide range of customers

## SELECTED SOS INTERNATIONAL CUSTOMERS

INSURANCE	GOVERNMENT	ASSISTANCE	OIL AND OTHERS
太平洋保險 阳光保险集团股份有限公司 Topdanmark Folksam if... Länsförsäkringar TAPIOLA Nykredit Tryg PICC ALM BRAND GJENSIDIGE CODAN Fennia ALKA forsikring AIG skandia turva TRYGG HANSA	FÖRSVARSMAKTEN KØBENHAVNS KOMMUNE Rigshospitalet Ministry of Foreign Affairs of Denmark DET KONGELIGE UTENRIKSDEPARTEMENT 中华人民共和国外交部 DANSKE REGIONER Rikshospitalet - Radiumhospitalet HF	AON CSM Corporate Services Network april Travel Guard Allianz marmassistance ARC TRAVEL ASSISTANCE astrum assistance alliance	ConocoPhillips EXXON HYDRO STATOIL 中国对外承包工程商会 CHINA INTERNATIONAL CONTRACTORS ASSOCIATION Arla NORSK LUFTAMBULANS MAERSK BMW The Ultimate Driving Machine VOLVO VW AVIS Mercedes-Benz

# QLM – Management System

- Presentation of the extensive development, implementation and daily use of QLM used in SOS International as a Quality and Security Management System for complying with ISO 9001/14001/27001.
- Introduce you to how QLM can be implemented and managed as a strong tool to ensure Quality, Environmental and Information Security Management in a content management system

# Organizational and Competence requirements?

Organisation of the work around our Management System

- Governance, Risk and Compliance
  - Central department consisting of 4 employees
  - 2 employees dedicated for designing and managing the system and for supporting the organisation
  - 5 local TQM responsible supporting a business area (cross Nordic)
  - 10 Process Modellers (illustrate processes for organisation)
- Competences:
  - Specific business know-how
  - ISO Mindset, Auditor
  - Extensive process knowledge
  - Extensive experience and knowledge of QLM

# Timeline

## 2012

- “Governance, Risk and Compliance” Department established
- QLM chosen as content management system (cross Nordic)
- SOS Targets to be ISO 9001/27001 certified
- Education of process modellers
- Development of content management system (process notation/document handling etc)

## 2013

- Implementation of management system (development of documentation, move existing documentation to QLM, ISO mindset, Internal audit etc.)
- SOS is combined ISO 9001 and 27001 certified in June 2013
- Further development and management of Management system

## 2014

- Surveillance audit (ISO 9001/27001)
- Eurami Certified (QLM is used as management system)
- SOS acquires/purchases NAF Roadside Alarm Centre and truck stations
- Further development and management of Management system

## 2015

- Introduction of ISO 14001
- Further development and management of Management system



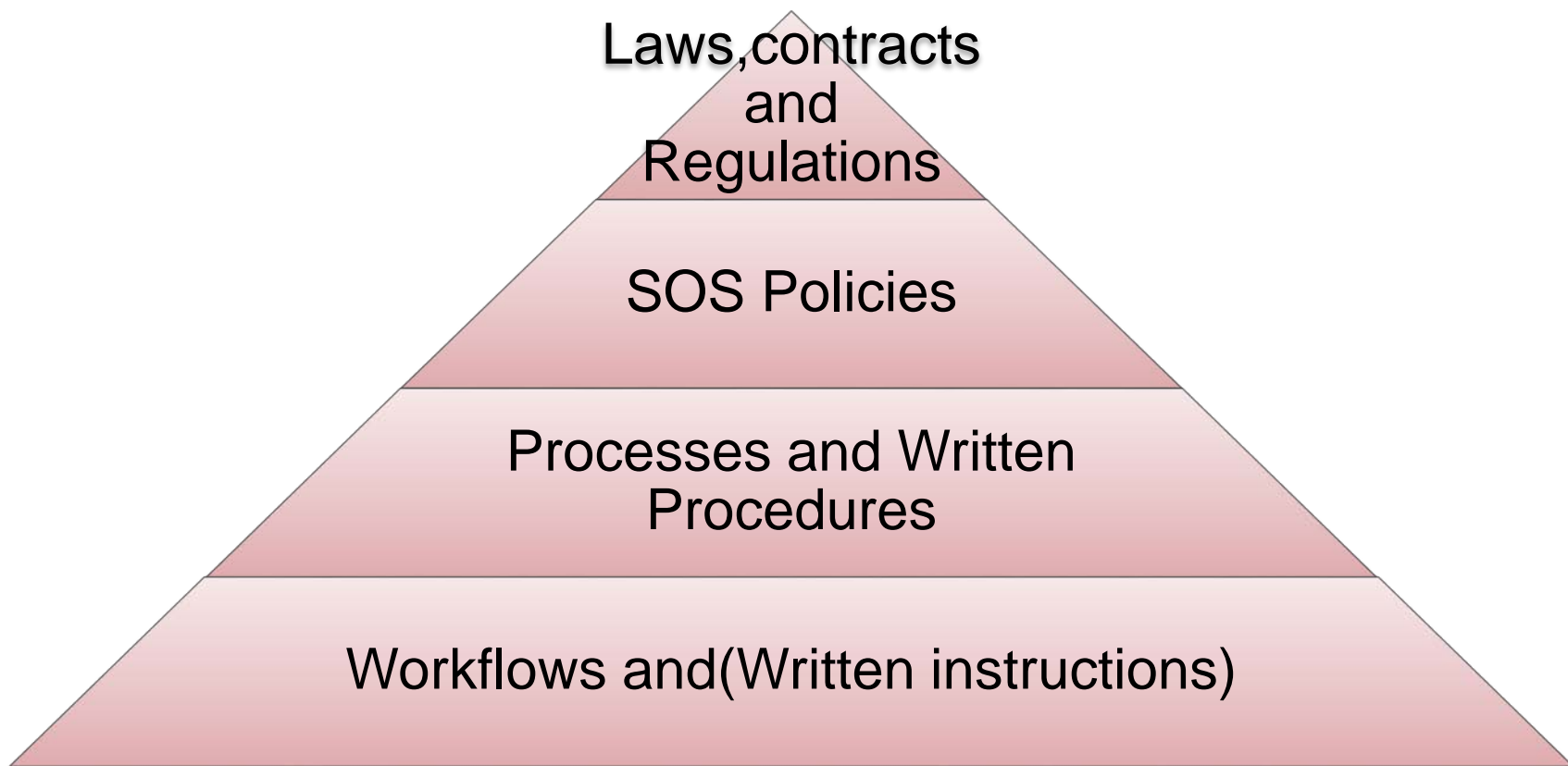
# System Size

- Management system complies with:
  - ISO 9001
  - ISO 27001
  - Eurami (Air ambulance certification)
  - Target ISO 14001 in June 2015
- Quantity
  - 2500 documents
  - 630 Business Process Network
  - 500 Workflows
  - 100 Organisations diagrams
  - 360 Risks
  - 280 Audits (both internal, external and supplier Audits)
  - > 1000 Change Requests and Non-Conformances

# How do we document?

- Combination of processes drawings and written documentation
  - QLM is used for documentation of business processes, combining processes description with more classic procedure description.
- Integrated with
  - description of SOS' organization
  - process ownership,
  - approver
  - SOS's regulatory obligations,
  - policies
  - use of applications (IT systems)
  - risk assessment
  - Non conformance & Change request
  - audits

# Documentation hierarchy



## SOS Total Quality Management

User : Susanne Windfeld Kaiser

Description

SOS TQM system and Business are illustrated as a circle layered pyramid which has interactive entrance to the documentation of SOS' Total Quality Management System.

The center and top layer provides the entrance to SOS overall documents: The SOS strategy, The Code of Conduct, The Quality and Security Manual and The Corporate policies.

The Inner circle layer covers SOS Strategic Business Units and the surrounding circle layer covers SOS supporting Group functions.

The pyramid's foundation covers SOS TQM systems backbone with the Quality and Security Management processes.

Regulations

Governance tasks

Subscriptions



**SOS International**  
Total Quality Management



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APP

SOS Total Quality Management > Human Resource > Corporate recruitment > Corporate Initiation of recruitment > One SOS Management

## One SOS Management

[Create Revision](#)

[Create Change Request](#)

[Create Non-Conformance](#)

[Subscribe](#)

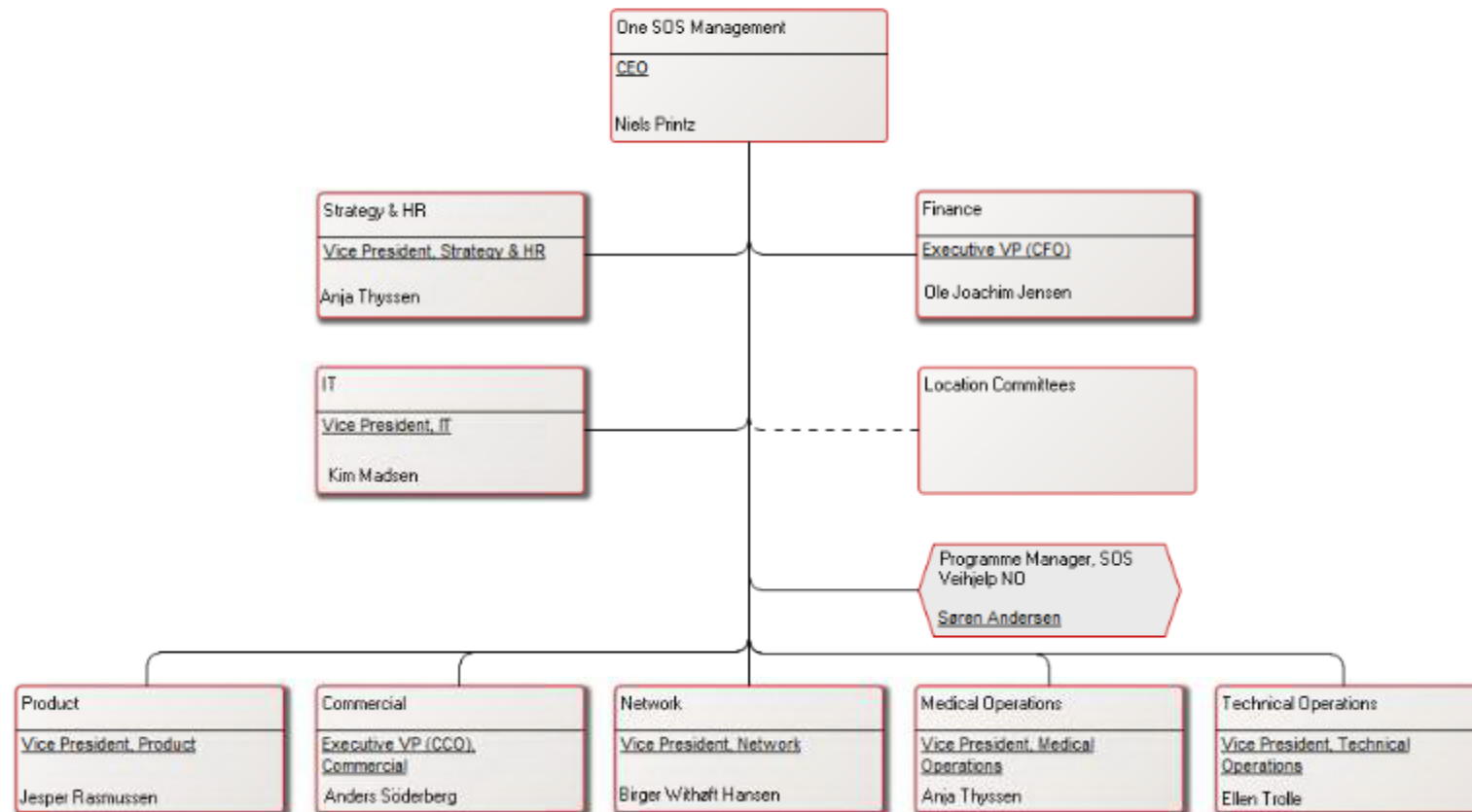
[Unsubscribe](#)

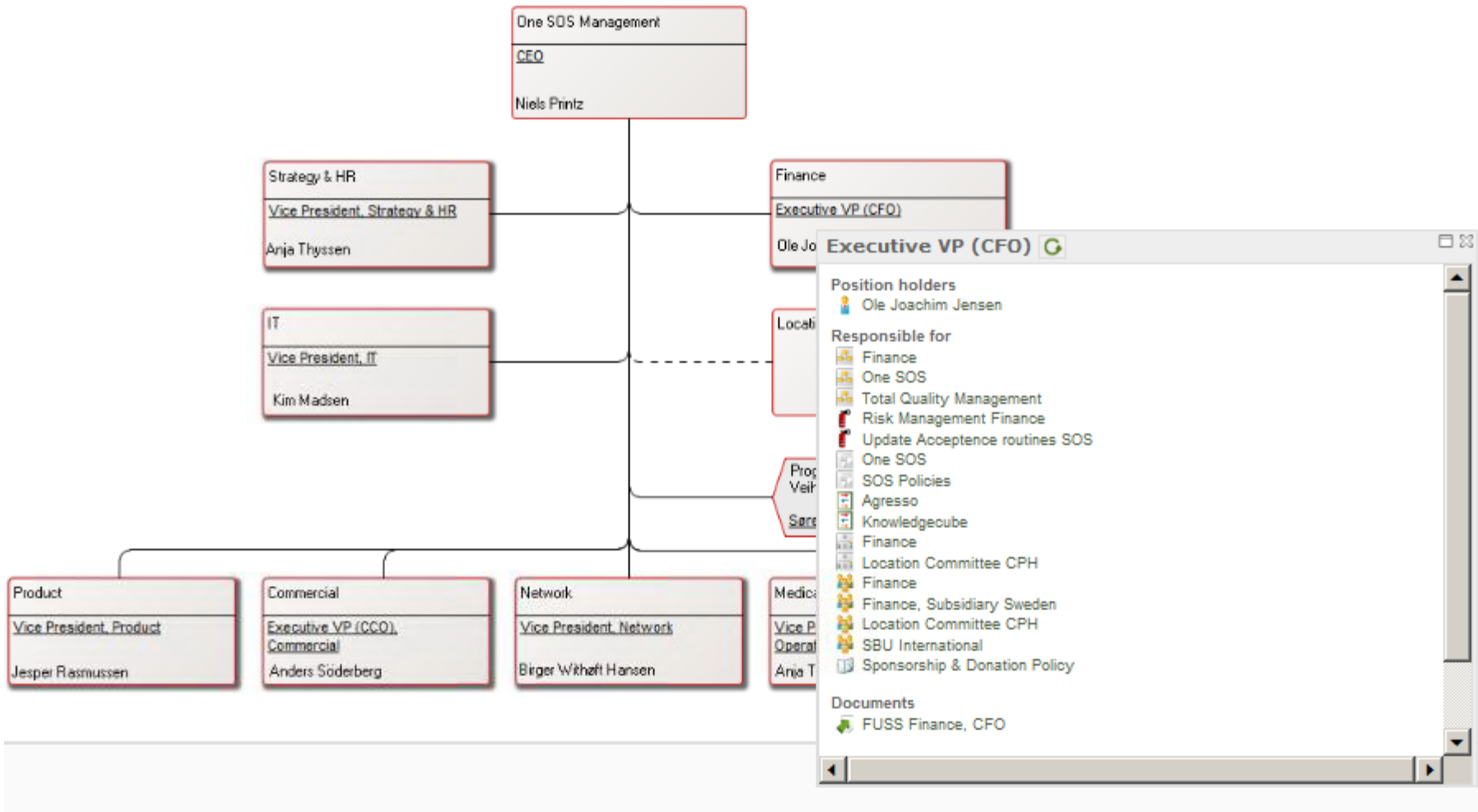
Diagram

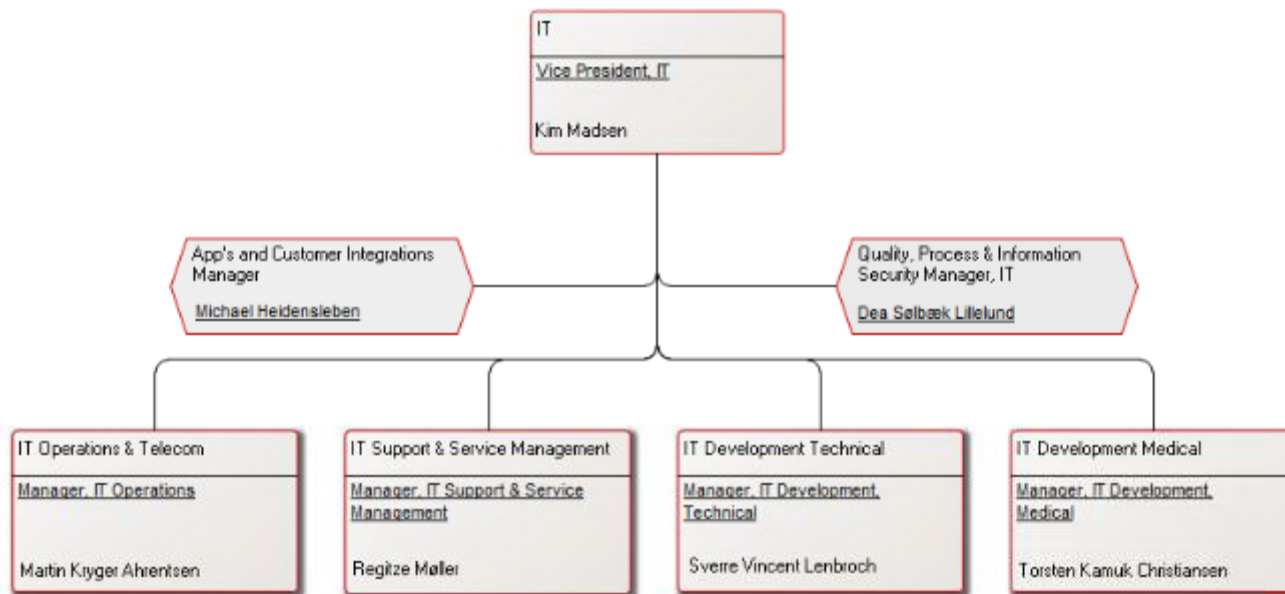
Description

Change Requests

Non-Conformances







User: Susanne Windfeld Kaiser

### Product

[Create Revision](#)

[Create Change Request](#)

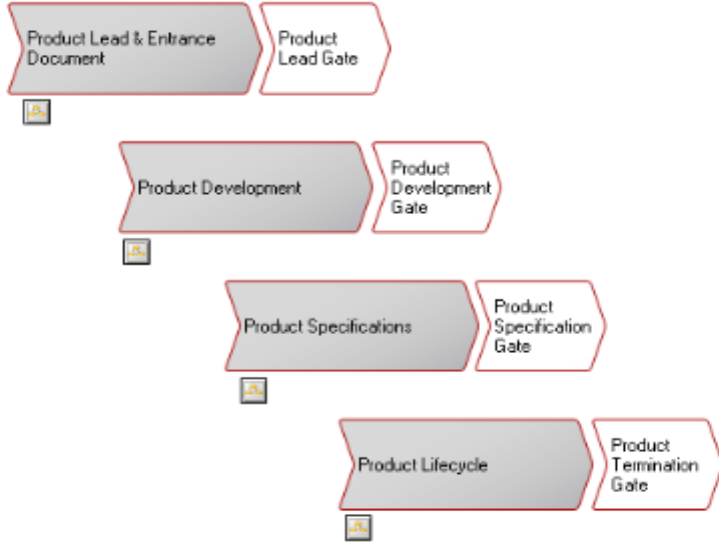
[Create Non-Conformance](#)

[Subscribe](#)

[Unsubscribe](#)

Diagram Description Change Requests Non-Conformances

## Product Main Business Processes



## Product Supporting Processes



## Product Fact Sheets



**Information**

Process Owner: Vice President, Product

Business Area : Product

Approval state : Approved

Last modified : 2015-04-14 22:23

**Purpose**

The purpose of Product Main Business Processes is to ensure the appropriate development and implementation of SOS Products.

The processes ensure that all relevant aspects, both internal and external, are taken into account when product and concepts are designed.

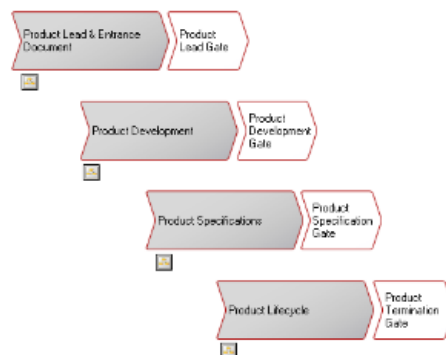
**Regulations**

**Governance Tasks**

**Subscriptions**



## Product Main Business Processes



## Product Supporting Processes



## Product Fact Sheets



### Purpose:

The purpose of Product Main Business Processes is to ensure the appropriate development and implementation of SOS Products. The processes ensure that all relevant aspects, both internal and external, are taken into account when product and concepts are designed.

### Description:

A product is the item offered for sale. A product can be a service or an item. It can be physical or in virtual or cyber form. Every product is made at a cost and each is sold at a price. The price that can be charged depends on the market, the quality, the marketing and the segment that is targeted. Each product has a useful life after which it needs replacement, and a life cycle after which it has to be re-invented. In FMCG parlance, a brand can be revamped, re-launched or extended to make it more relevant to the segment and times, often keeping the product almost the same.

## Product Lead & Entrance Document

### Short description:

Input: Idea from commercial, PM, KAM, etc  
Output: Entrance Document

Entrance document may come from whoever (PM, KAM, Op, NW etc)

### Breaks down to:

[Product Lead](#)

## Invoicing AS400



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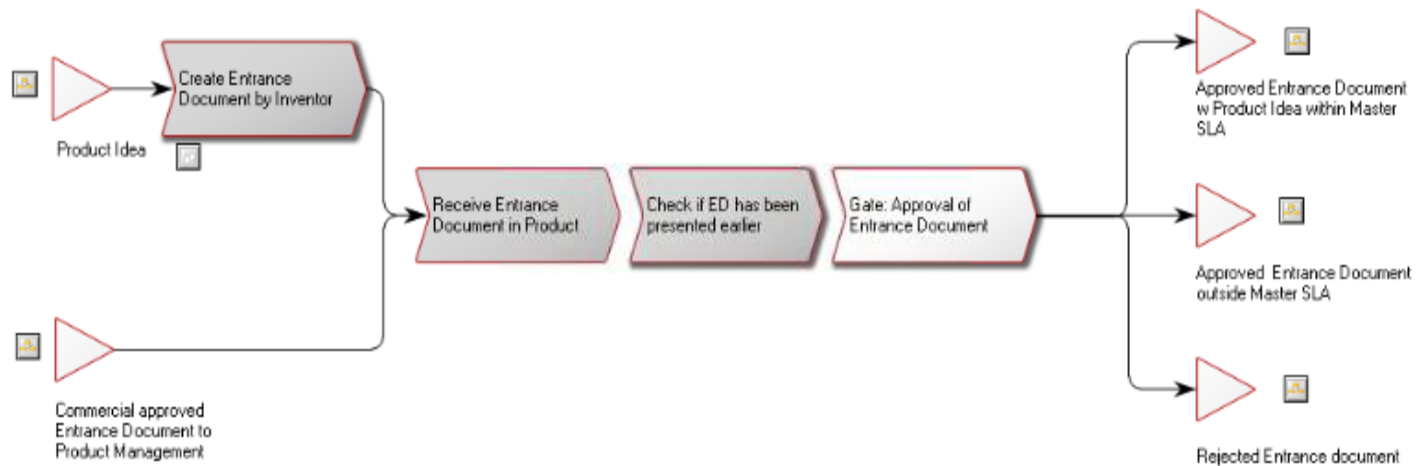
APPLICATION

SOS Total Quality Management > Product > Product Lead

Product Lead [Create Revision](#)

Diagram Description Comments

## Product lead



User: Susanne Windfeld Kaiser

Information

Process Owner: Manager Medical & Travel Productlines, Product  
 Business Area : Product  
 Approval state : Approved  
 Last modified : 2015-02-19 06:30

Purpose

To describe the process of how to present the ideas of new products in SOS.

Governance Tasks



User: Susanne Windfeld Kaiser

### Product within Master SLA

Create Revision

Create Change Request

Create Non-Conformance

Subscriptions

**Information**

Process Owner: Manager Medical & Travel Productlines, Product

Business Area : Product

Approval state : Approved

Last modified : 2015-02-19 08:31

Revision : 1

**Purpose**

To describe process for products within Master SLA until approved for Products specifications.

Governance Tasks

Subscriptions


## Product within Master SLA






User : Susanne Windfeld Kaiser

### Product Templates

 Create Revision





 Create Change Request

#### Information

Process Owner:  
Manager Medical & Travel Productlines,  
Product

Business Area : Product  
Approval state : Approved  
Last modified : 2015-02-19 07:48

#### Documents

-  Master SLA checklist
-  Template - Entrance Document
-  Template - Product Business Case
-  Template - Product Fact Sheet
-  Template - Product Specification Sheet

Governance Tasks

Subscriptions

Diagram Description Comments Change Requests Non-Conform

## Product Templates



Template - Entrance Document



Template - Product Business Case



Master SLA checklist



Template - Product Specification Sheet



Template - Product Fact Sheet

User : Susanne Windfeld Kaiser

Basic Medications Medical Escort Nurse - Denmark version Edit Approve Create Cha

Information

Process Owner:  
Team Leader, Medical Network

Business Area : Network

Approval state : Finished

Last modified : 2015-04-22 09:47

Revision : 1

Purpose

Establish minimum requirements for basic medications for medical escort nurses on medical escorts operations.

The basic medications are mandatory for medical escort nurses to bring on all medical escort operations.

- ▶ Governance Tasks
- ▶ Subscriptions

Document    Comments    Change Requests    Non-Conformances

### 1. Introduction

The medical escort nurse is responsible for purchasing, checkup and bringing all medications listed below. Medical escort nurses are allowed to replace items on the list with similar medications in accordance with own preferences.

### 2. Basic medication list

Generic name	Medication	Concentration	Volume	No
Paracetamol	Paracet	500 mg		10 tablets
Ibuprofen	Ibux	200 mg		5 tablets
Acetylsalicylic acid	Hjertemagnyl	150 mg		6 tablets
Oxymetazoline	Zymelin	0,5 mg/ml	0,3 ml	10 pcs.

### 3. Special medication kits

Additional or special medication kits are necessary to bring on some missions, which are decided by SOS contact doctor prior departure. In this case SOS will provide the medical escort nurse with information on how to collect and return the medication kit. The medical escort nurse will have no expenses regarding additional or special medications. The medication kits are divided into two categories:

Category 1:

Pain kit 1

Category 2:

Pain kit 2

Cardiopulmonary kit

Doctor and anesthesiology/ICU nurse kit

### 4. Handling of special medications

Prior each medical escort operation the medical escort nurse must be given a briefing on the patient by the medical advice, including information on expected use of medications to handle specific symptoms and indications. Special medications (kits) can solely be prescribed by the medical advice to the medical escort nurse and must be noted in the SOS case files.

### 5. Competences

Information

Process Owner:  
Medical Director, Medical Governance

Business Area : Medical Governance

Approval state : Development

Last modified : 2015-04-29 08:35

Revision : 3

Organization

Medical Governance

Purpose

The purposes of the Medical Governance unit are to guarantee medical services of high quality including:

- best practice guidelines
- being in compliance with accreditation-standards
- being in compliance with legislation
- being in contact with national health authorities and hospitals
- supplying medical expertise to other branches of the company
- provide operational and scientific guidelines
- provide appropriate recruitment demands
- provide medical training.

Governance Tasks

Subscriptions

# Medical Governance

## Medical Governance Policies



Medical Governance Policies

## MedGov Services



MedGov Air Ambulance



MedGov Escort Commercial Aircraft



MedGov Medical Advice KTL



MedGov Offshore



MedGov Psychology



MedGovTrygghetssentralen (TS)



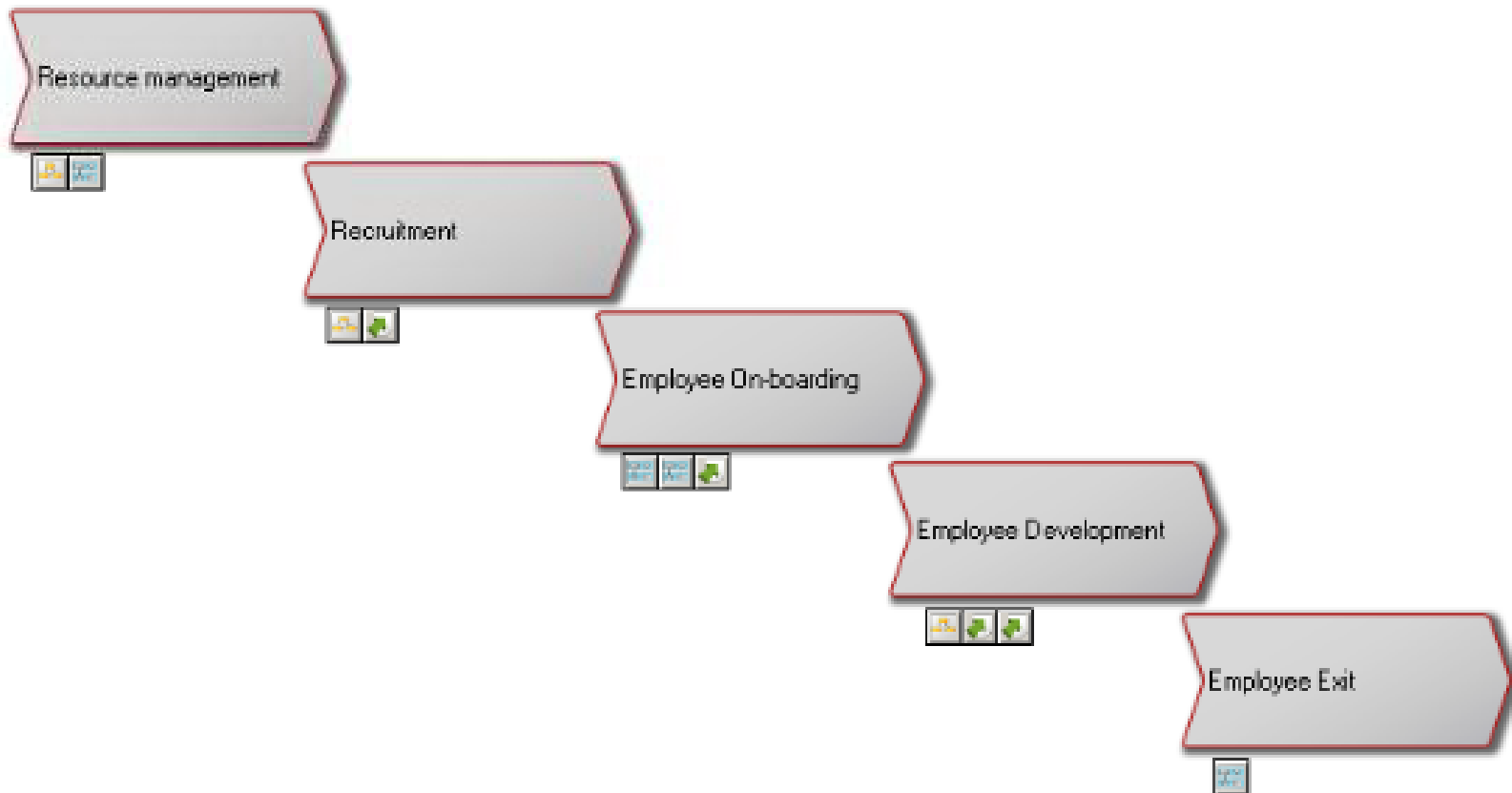
MedGov Medical Hotline

## Medical Governance - Oversight of Laws and regulations



MedGov Laws and Regulations

# HR main business processes





User: Susanne Windfeld Kaiser

### Corporate recruitment

Create Revision

Create Change Request

Create Non-Conformance

Subscribe



Information

Process Owner:  
HR Consultant, HR Denmark

Location: Gothenburg, Stockholm, Copenhagen

Approval state: Approved  
Last modified: 2014-06-13 11:29

Purpose

The recruitment process covers all activities ensuring that SOS International recruits the right candidates, with the right competences, at the right time.

The purpose of the Recruitment Process is to ensure that:

- recruitment is performed in a structured, efficient and professional manner
- recruitment is performed in a uniform manner
- the applicants are left with a positive impression of SOS International

Documents

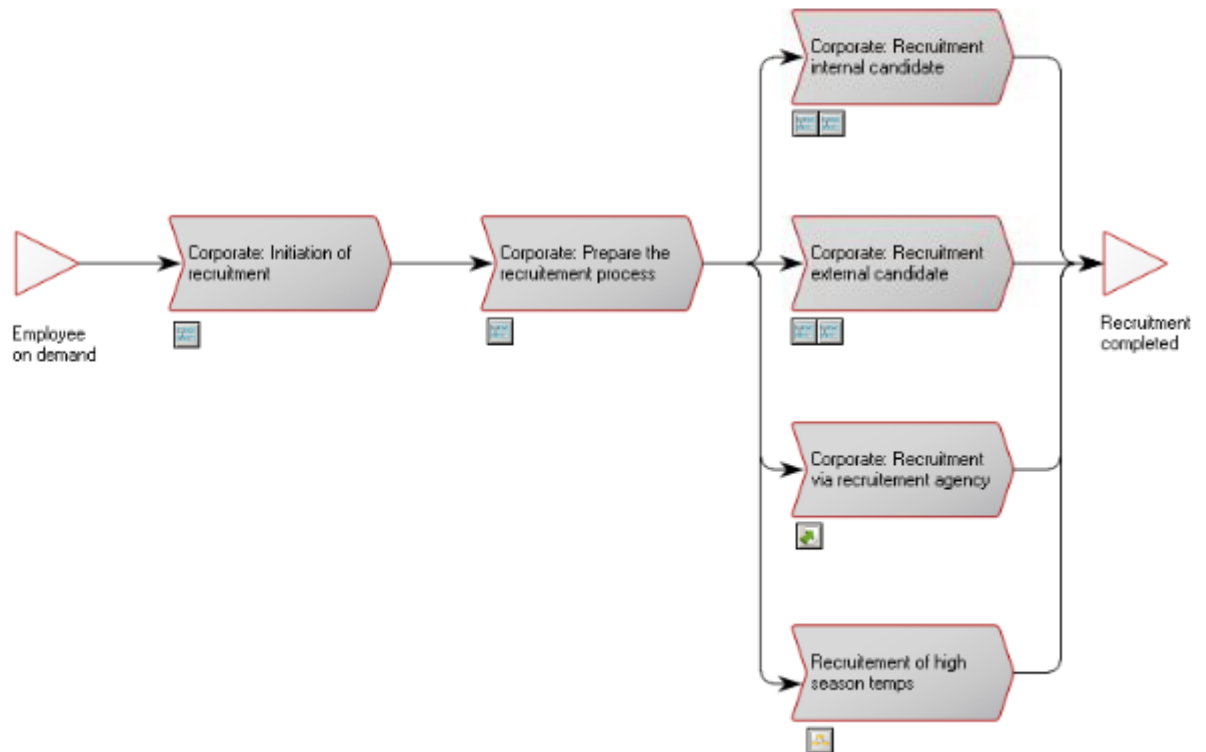
Regulations

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Diagram Description Comments Change Requests Non-Conformances

## Corporate Recruitment





**Corporate initiation of recruitment**
[Create Revision](#)
[Create Change Request](#)
[Create Non-Conformance](#)
[Subscribe](#)
[Unsubscribe](#)

**Information**

Process Owner:  
HR Consultant, HR, Denmark

Location: Gothenburg, Stockholm, Copenhagen, Helsinki

Approval state: : Approved  
Last modified: : 2014-10-27 13:25

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**Purpose**

The purpose of this flow is to ensure that all initial steps are taken: that the recruitment is approved at all levels and that the vacancy is described and fitted in the overall SOS International structure.

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**Documents**

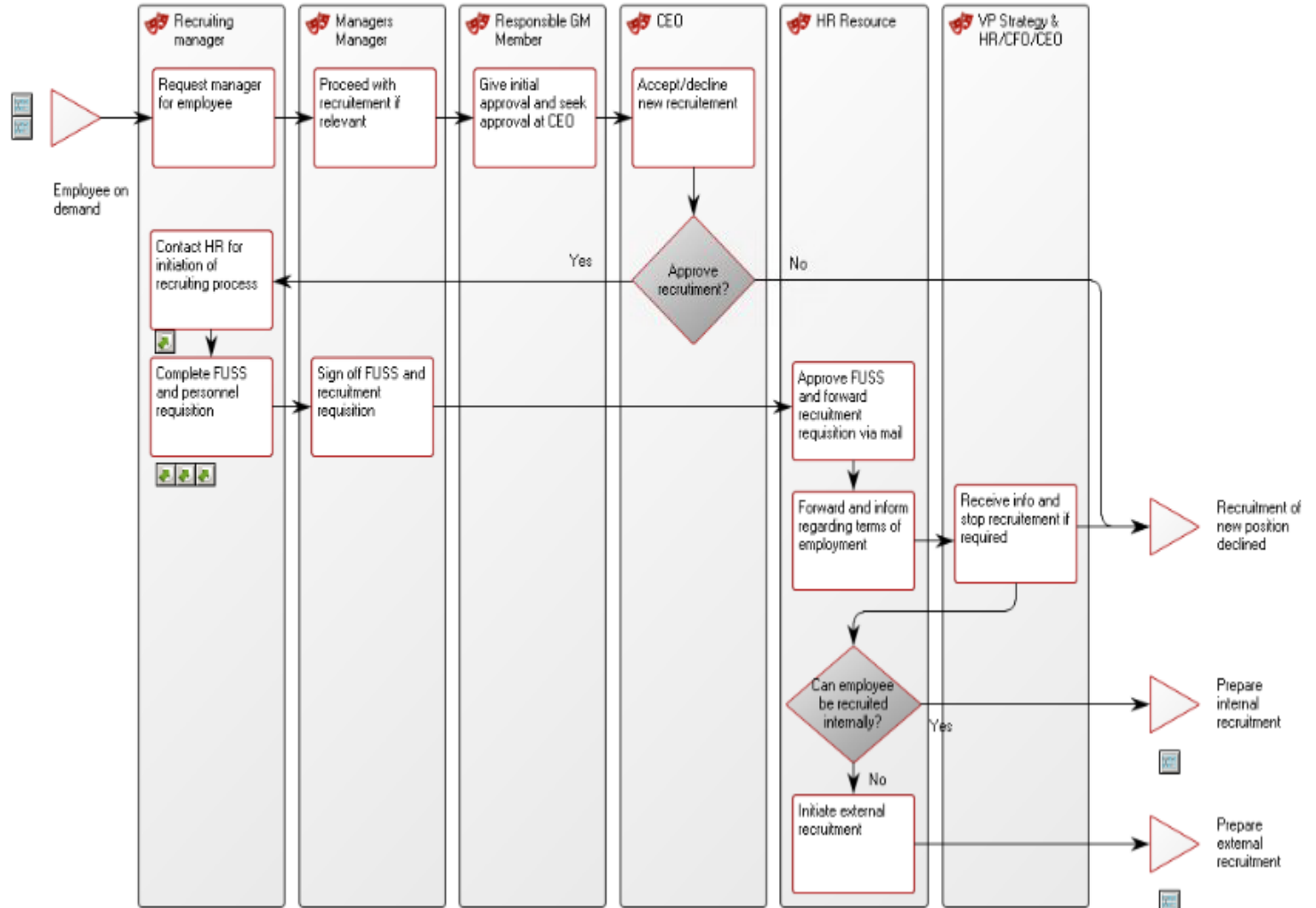
- Corporate Recruitment Policy
- FUSS template
- Personnel Requisition
- Titles SOS

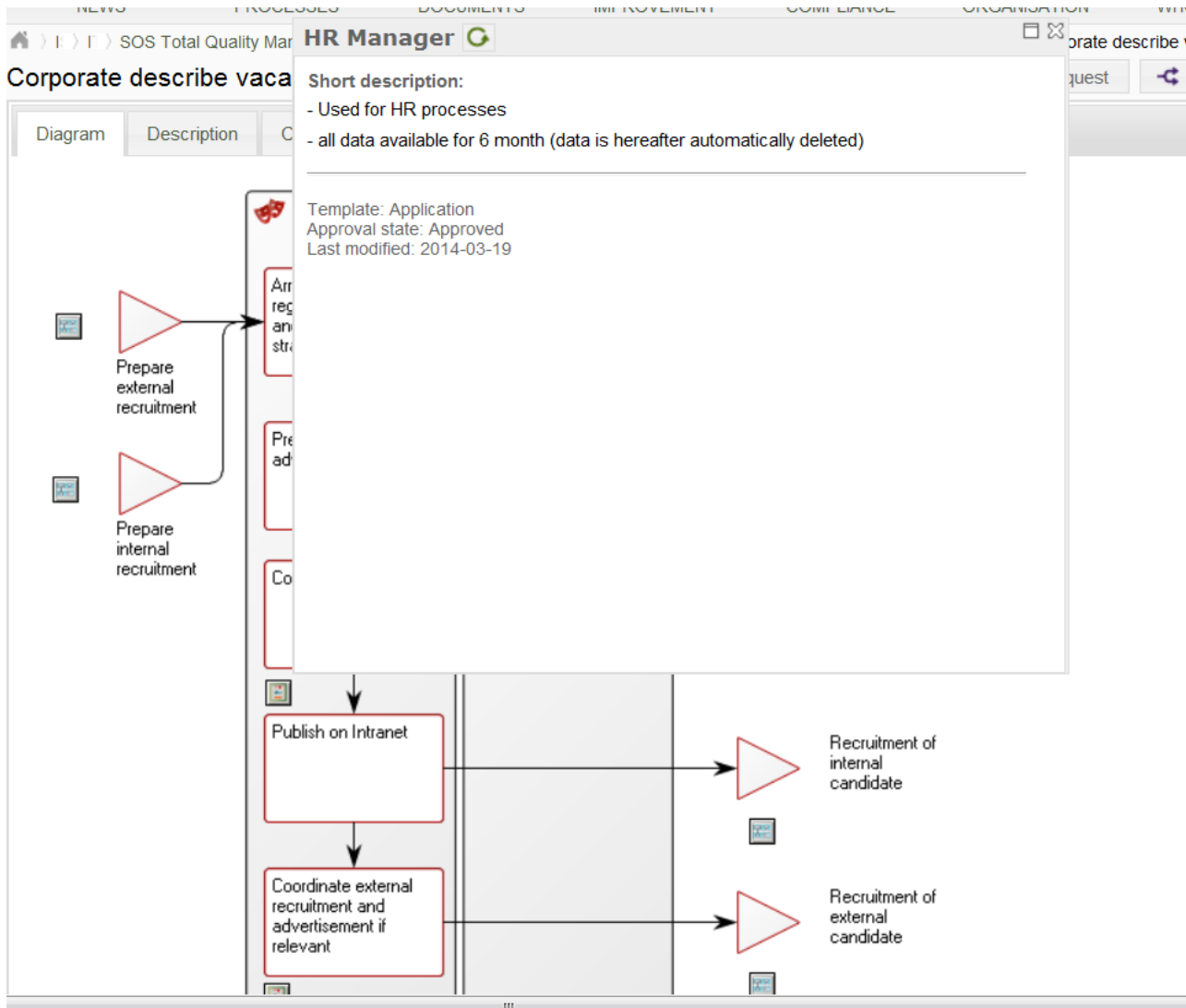
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**Governance Tasks**












- Subscriptions

Diagram    Description    Change Requests    Non-Conformances








### New Change Request

Change Request	Name:	<input type="text" value="New object"/>
Attachment	Priority:	<input type="text"/>
SOS Extension 1	Responsible:	<input type="text" value="Kirsten Bartroff [Person]"/>  
	Description:	<div style="border: 1px solid gray; padding: 5px;"><p>Paragraph Style <b>B</b> <i>I</i> <u>U</u> <span style="color: blue;">A</span>         </p><div style="border: 1px solid gray; height: 100px; width: 100%;"></div></div>
		<p><b>Name:</b> The name of the change request.</p> <p><b>Priority:</b> Priority is set to "Low" if minor and "High" if very important</p> <p><b>Responsible:</b> The person being responsible for handling the change request.</p> <p><b>Description:</b> Describe the change request and why you believe it is a good idea to make the change.</p>
		<input type="button" value="OK"/> <input type="button" value="Cancel"/>

### New Non-conformance

NonConformance	Name:	<input type="text" value="New object"/>
Attachment	Priority:	<input type="text"/>
Func. unit & location	Responsible:	<input type="text" value="Kirsten Bartroff [Person]"/> 
	Observation:	<input type="text" value="Paragraph Style"/>  <input type="text"/>
	Explanation:	<input type="text" value="Paragraph Style"/>  <input type="text"/>
<p><b>Name:</b> The name of the nonconformance</p> <p><b>Priority:</b> Priority is set to "Low" if minor and "High" if very important</p> <p><b>Responsible:</b> The person being responsible for handling the nonconformance</p> <p><b>Observation:</b> Describe the observation made. If needed attachments can be added later.</p> <p><b>Explanation:</b> If relevant please explain the reason for creating a nonconformance</p>		
		<input type="button" value="OK"/> <input type="button" value="Cancel"/>



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Internal Audits

## Internal Audits

Delete Audit Create new audit

Audit	ID	Audit date	Lead auditor	Auditee	Functional Unit	Location	Status
			sus				
<a href="#">Commercial DK KAM sales</a>	QA-0258	2014.05.26 12:30:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Aleksi Pohjolainen</a>	Commercial		Closed
<a href="#">Commercial DK Management</a>	QA-0256	2014.05.26 10:00:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Charlotte Bierregaard</a>	Commercial		Closed
<a href="#">Commercial Management</a>	QA-0270	2014.06.11 12:00:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Anders Söderberg</a>	Commercial		Closed
<a href="#">Finance 2015</a>	QA-0294		<a href="#">Susanne Windfeld Kaiser</a>		Finance		Preparation
<a href="#">Finance Administration, Tax and VAT</a>	QA-0157	2013.11.26 01:00:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Michael Jensen</a>	Finance	Copenhagen	Closed
<a href="#">Finance Group Accounting</a>	QA-0159	2013.11.26 01:00:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Peter Steen Larsen</a>	Finance		Closed
<a href="#">Finance Management</a>	QA-0254	2014.05.23 08:00:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Ole Joachim Jensen</a>	Finance		Closed
<a href="#">Group Accounting</a>	QA-0116	2013.05.30 00:00:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Annette Bæk</a>	Finance		Closed
<a href="#">Group Accounting (2)</a>	QA-0155	2013.11.26 14:45:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Annette Bæk</a>	Finance	Copenhagen	Closed
<a href="#">Group Accounting Management</a>	QA-0124	2013.05.31 00:00:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Michael Jensen</a>	Finance		Closed
<a href="#">Group controlling Health and Business Governance Health</a>	QA-0119	2013.06.04 00:00:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Kenneth Lindquist</a>	Health; Finance		Closed
<a href="#">Group controlling Roadside</a>	QA-0120	2013.06.04 00:00:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Rune Stoppa</a>	Finance; Roadside & Home Assistance		Closed
<a href="#">Group Controlling Travel</a>	QA-0118	2013.06.04 00:00:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Anders Hansen</a>	Travel; Finance		Closed
<a href="#">Group Finance ERP system</a>	QA-0123	2013.05.31 00:00:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Charlotte Monk</a>	Finance		Closed
<a href="#">Group Finance ERP system (2)</a>	QA-0160	2013.11.26 11:45:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Charlotte Monk</a>	Finance	Copenhagen	Closed
<a href="#">Group Finance Management Commitment</a>	QA-0117	2013.05.31 00:00:00	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Ole Joachim Jensen</a>	Finance		Closed
<a href="#">Group Finance Payroll</a>	QA-0122	2013.05.31	<a href="#">Susanne Windfeld Kaiser</a>	<a href="#">Trine Høyen Clausen</a>	Finance		Closed



<b>Status:</b>	Verification
<b>ID:</b>	QA-0290
<b>Last Modified:</b>	2015-03-13
<b>Short Description:</b>	Internal Audit of Strategy & HR & Communication
<b>Documents:</b>	<a href="#">Strategy&amp;HR FU Internal Audit 2015</a>
<b>Lead Auditor:</b>	<a href="#">Susanne Windfeld Kaiser</a>
<b>Auditor:</b>	<a href="#">Claus Kristensen</a> <a href="#">Åsa Eklund</a> <a href="#">Peter D. Strøm</a> <a href="#">Signe Kring (maternity leave)</a>
<b>Auditee:</b>	<a href="#">Strategy &amp; HR</a>
<b>Audit Date:</b>	2015-01-19
<b>Purpose:</b>	<p>The Internal audit will be part of an overall auditing of the functional unit. All the individual or group statements, observations and findings will be summarised and resulting in One Functional unit Audit-report. The audit will evaluate, on sample basis, the evidence supporting the compliance with the One SOS strategy and TQM. The findings will be samples and not necessarily representing all areas for improvement. The Functional unit report will be mailed to management and reviewed on a conclusion meeting together with the Management team in the functional unit. Management shall hereafter ensure that necessary actions are taken without undue delay in order to eliminate findings and ensure improvements.</p>
<b>Functional Unit:</b>	<a href="#">Strategy &amp; HR</a>
<b>Relevant to Country:</b>	
<b>Target Process:</b>	<a href="#">HR &amp; Strategy</a> <a href="#">Quality &amp; Security Management Process</a> <a href="#">SOS Corporate Policies</a> <a href="#">One SOS Strategy</a> <a href="#">One SOS</a>
<b>Target Regulation:</b>	
<b>Questions:</b>	<ul style="list-style-type: none"> <li>•Business Processes/Procedures/Instructions <ul style="list-style-type: none"> <li>-Roles &amp; responsibilities</li> <li>-Training &amp; education</li> <li>-Processes</li> <li>-Documentation</li> </ul> </li> <li>•Improvement <ul style="list-style-type: none"> <li>-Audit</li> <li>-Non Conformance, Change Request</li> <li>-Customer satisfaction &amp; Complaints</li> <li>-Quality control</li> </ul> </li> <li>•Strategy <ul style="list-style-type: none"> <li>-KPI &amp; MWB</li> <li>-FU Strategy</li> </ul> </li> <li>•Risk &amp; Opportunities <ul style="list-style-type: none"> <li>-Customer &amp; products &amp; processes</li> </ul> </li> <li>•BCM/BCP <ul style="list-style-type: none"> <li>-Continuity plans &amp; process</li> <li>-Communication plan</li> <li>-Test</li> </ul> </li> <li>•Compliance to laws, regulations, contracts &amp; ISO</li> <li>•CSR <ul style="list-style-type: none"> <li>-Anticorruption</li> <li>-Environment</li> <li>-Human rights EHS/EES</li> <li>-Supplier management</li> </ul> </li> </ul>



## ISO 9001:2008

Paragraph	Name	Description	Used for process
		c) the capability of achieving the necessary control through the application of ISO 9001:2008 - 7.4	
ISO 9001:2008 - 4.2.1	General	<p>The quality management system documentation shall include</p> <ul style="list-style-type: none"> <li>a) documented statements of a quality policy and quality objectives,</li> <li>b) a quality manual,</li> <li>c) documented procedures and records required by this International Standard, and</li> <li>d) documents, including records, determined by the organization to be necessary to ensure the effective planning, operation and control of its processes.</li> </ul> <p>NOTE 1 Where the term "documented procedure" appears within this International Standard, this means that the procedure is established, documented, implemented and maintained. A single document may address the requirements for one or more procedures. A requirement for a documented procedure may nL covered by more than one document.</p> <p>NOTE 2 The extent of the quality management system documentation can differ from one organization to another due to</p> <ul style="list-style-type: none"> <li>a) the size of organization and type of activities,</li> <li>b) the complexity of processes and their interactions, and</li> <li>c) the competence of personnel.</li> </ul> <p>NOTE 3 The documentation can be in any form or type of medium.</p>	<ul style="list-style-type: none"> <li> <a href="#">Control of document process</a></li> <li> <a href="#">Quality &amp; Security Management Process</a></li> <li> <a href="#">Total Quality Management</a> <input checked="" type="checkbox"/> <a href="#">One SOS</a></li> </ul>
ISO 9001:2008 - 4.2.2	Quality manual	<p>The organization shall establish and maintain a quality manual that includes</p> <ul style="list-style-type: none"> <li>a) the scope of the quality management system, including details of and justification for any exclusions (see <a href="#">ISO 9001:2008 - 1.2</a> ),</li> <li>b) the documented procedures established for the quality management system, or reference to them, and</li> <li>c) a description of the interaction between the processes of the quality management system.</li> </ul>	<ul style="list-style-type: none"> <li> <a href="#">Process for process mapping</a></li> <li> <a href="#">Total Quality Management</a></li> <li> <a href="#">Process for Document Approval</a></li> </ul>
ISO 9001:2008 - 4.2.3	Control of documents	<p>Documents required by the quality management system shall be controlled. Records are a special type of document and shall be controlled according to the requirements given in <a href="#">ISO 9001:2008 - 4.2.4</a></p> <p>A documented procedure shall be established to define the controls needed</p> <ul style="list-style-type: none"> <li>a) to approve documents for adequacy prior to issue,</li> <li>b) to review and update as necessary and re-approve documents,</li> <li>c) to ensure that changes and the current revision status of documents are identified,</li> </ul>	<ul style="list-style-type: none"> <li> <a href="#">Control of document process</a></li> <li> <a href="#">Handling of classified documents and records</a></li> </ul>



NEWS

PROCESSES

DOCUMENTS

IMPROVEMENT

COMPLIANCE

ORGANISATION

WHO IS WHO

DEFINITIONS & ABBR.



APPLICATIONS

MANAGERS

Risks

Risks

	Risk	Type	Functional unit	Location	Responsible	Process owner	Likelihood	Significance	Description	Impact	Concerns
▲	<a href="#">TEDK Wrong candidate</a>	Operation	Technical Operations	Aarhus	HR Coordinator, Aarhus		High	Substantial	Wrong selection of the candidates.	1. Probationary not cancelled. 2. Staff leaves.	 <a href="#">Technical (DK): HR Processes</a>

Concerns	Control activities	Residual Likelihood	Residual Significance	Project Activity
 <a href="#">Technical (DK): HR Processes</a>	<input type="checkbox"/> <a href="#">Technical (DK): Live screening of language</a> <input type="checkbox"/> <a href="#">Technical (DK): Standardized interview</a> <input type="checkbox"/> <a href="#">Technical (DK): HR screening (No of question to be answered to continue recruitment)</a>	High	Substantial	 <a href="#">Technical (DK): Assessment development</a>