

المركز السعودي للاعتماد  
Saudi Accreditation Center



**Identifying, Assessing and Treating Risks and Opportunities for  
Improvement Procedure**

**P-11-03**

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## 1. Purpose

This document sets out the procedures to be followed when identifying, assessing and treating the risks and opportunities associated with SAAC accreditation activities.

## 2. Scope

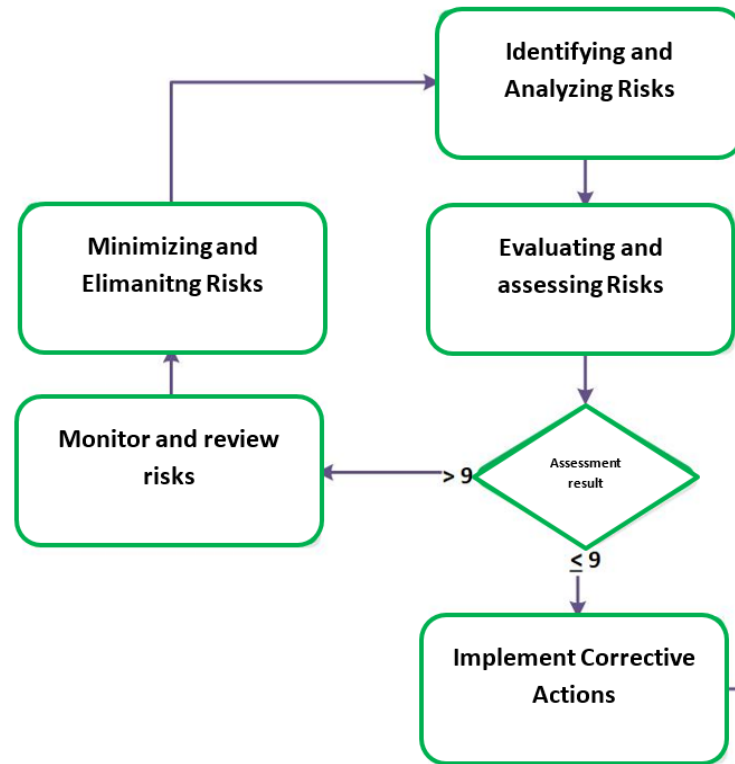
All personnel involved in the accreditation process and accreditation activities of SAAC.

## 3. Normative References

- ISO/IEC 17011:2017 Conformity Assessment - General Requirements for Accreditation Bodies Accrediting Conformity Assessment Bodies
- ISO 31000:2018 Risk Management - Guidelines
- IAF/ILAC Multi-Lateral Mutual Recognition Arrangements (Arrangements): Template report for the peer evaluation of an Accreditation Body based on ISO/IEC 17011:2017 - IAF/ILAC A3:03/2020

## 4. Terms and Definitions

- **Risk:** effect of uncertainty on objectives.
- **Gravity (Severity):** Impact on product, customer satisfaction, operations or system.
- **Probability:** Chance of an event occurring.
- **Critical:** The criterion used to determine the probability and risk as follows: acceptable and residual risk, acceptable risk, and unacceptable and critical risk
- **Effectiveness:** several levels to measure the level of effects that may affect the achievement of goals.
- **Feasibility:** The means allocated to achieve goals, whether very important or minimal.
- **Suitability:** The measure of showing the result between effectiveness and feasibility and the levels of suitability are an unacceptable and unfeasible opportunity, an acceptable but not possible opportunity, and an acceptable and possible opportunity.



## 5. Description

### 5.1 Define the Processes and Objectives to be achieved

The risks and opportunities for SAAC processes and procedures are analyzed from P-01 to P-11, and priority is given to operational processes and determined by the Executive Director during the management review, when identifying a risk or an opportunity the Executive Director will assign a responsible person to treat it supported by a team according to a pre-defined time table.

During the first meeting of the team, it is necessary to clarify the objectives of the process, then identifying the obstacles (risks) and drivers (opportunities) to achieve the specific objectives thereof, which are expressed in terms of quantities, quality, time durations, costs, health and safety at work, etc., that will be the indicators to be managed.

### 5.2 Identifying Risks and Opportunities

The risks and opportunities for each SAAC procedure or operation are identified and recorded using Form F-57, for opportunities internal data are considered (internal reorganization, relocation, investment, employment ...) and external factors according to the PESTEL methodology (political, economical, social, technological, environmental, and legal).

### 5.3 Assessment of Risks and Opportunities

#### 5.3.1 Risk Assessment Criteria

- A - The probability of the event occurring (O)
- B – Gravity (Severity) (G)
- C - Critical (C)

##### 5.3.1.1. Probability Ladder

Probability Level	Level Definition
4	The probability of occurrence is very high and reaches up to once or twice a month
3	Moderate incidence, i.e. less than ten times a year
2	Low probability of occurrence less than five times a year
1	The probability of occurrence is very low, which is less than once a year

##### 5.3.1.2. Graviety (Severity) ladder

Risk Level	Level Definition
4	The impacts are serious on the process customers and can impact the completion of the process or the achievement of objectives.
3	The influences remain internal to the process and have no effect on customers but are important to SAAC.
2	The effects are minimal on fulfilling the operation objectives.
1	There is no effect on fulfilling the operation objectives.

##### 5.3.1.3. Criticality Ladder

$$C = G \times O$$

Probability of Occurrence	Gravity			
	1	2	3	4
4	4	8	12	16
3	3	6	9	12
2	2	4	6	8
1	1	2	3	4

##### 5.3.1.4. Limits of Risk Acceptance

Risk level	Risk acceptance type	The type of decisions made
1-3	Acceptable and residual risk	Not taken into consideration
4-8	acceptable risk	Be cautious without corrective action
9-16	Unacceptable risk and critical	Take immediate corrective action and monitor

### 5.3.2. Opportunity Assessment Criteria

A- Effectiveness (E)

B- Feasibility (F)

C- Probable (P)

#### 5.3.2.1. Effectiveness Ladder

Effectiveness Level	Level definition
4	Driving effects to achieve objectives are very important
3	Driving effects to achieve objective are moderate
2	Driving effects to reach objective are minimal
1	There are no driving effects to reach the objective

#### 5.3.2.2. Feasibility Ladder

Feasibility level	Level Definition
4	The assigned means for achieving the objective are few.
3	The assigned means for achieving the objective are moderate.
2	The assigned means for achieving the objective are important.
1	The assigned means for achieving the objective are very important.

#### 5.3.2.3. Effectiveness Ladder

$$P = E \times F$$

	Effectiveness			
Feasibility	1	2	3	4
4	4	8	12	16
3	3	6	9	12
2	2	4	6	8
1	1	2	3	4

#### 5.3.2.4. Limits for Acceptance of Opportunities

Feasibility limits	Type of opportunity	Type of decision
1-3	Unacceptable and impossible opportunity	Not taken into account
4-8	Acceptable opportunity, but not possible	Does not require any action to implement
9-16	An acceptable and feasible opportunity	Take action

## 6. Procedures for Monitoring Risks and Implementing Opportunities

### 6.1 Risks status

The risk management procedures are identified collectively and include consideration of the following points:

- Possibilities.
- Competencies (skills).
- Methods.
- Conflict of interest
- Financial and administrative pressures

## 7. Action planning and follow-up

Identified actions to monitor risks and implement opportunities are recorded in Form F-57 with appointment of the responsible person for the process and informing him/her about the actions defining the time period needed to implement the actions, under the supervision of the Executive Director, who in turn follows up and updates the risks and opportunities register Form F-57 for all actions for each process of the accreditation processes, and an annual report on the implementation of risk management procedures, implementation of opportunities and presentation is prepared and presented during the SAAC management review.

## 8 . Reassessment of Risks and Opportunities

Once the risk and opportunities monitoring procedures are implemented, the risks and the importance of opportunities register are assessed to ensure the effectiveness of the actions being implemented, and the effectiveness of the procedures is recorded in the Risks and Opportunities register Form F-57, and if they were inappropriate, new procedures are identified and implemented in accordance with the requirements set out in Clause 7.

The register of risks and opportunities is reviewed and updated:

- Systematically on annual basis during the management review,
- In the event of a change that has a positive impact (opportunity) or negative impact (risk) on the achievement of the set objectives,
- In the event of a proven dysfunction (complaint and appeal, internal or peer evaluation...etc.).