

Risk Assessment - Consequence Rating Scale

Rating	Rating Value	Service Disruption, Process Impact on Operations	Financial Impact	Legal/ Compliance	Workforce	Reputation	Life Safety	Rating2
High	4	Significant impact to campus operations or services	Loss of revenue or increase in expenses of greater than 15 percent or combination of both (estimated \$XX - \$XX)	Increased state or federal regulatory scrutiny for the campus or the other UMass campuses AND/OR External agency sanctions such as debarment or civil and/or criminal liability AND/OR Litigation exposure with significant financial (\$1M+), reputational or precedent exposure AND/OR Substantial audit findings	Inability to recruit or retain employees with essential knowledge, skills and abilities AND/OR Work culture is defined by excessive internal conflict or widespread negativity AND/OR Low level of trust among colleagues	Negative national publicity or press interest OR multi-year impact to two or more critical stakeholder groups	Life altering injuries up to and including death to many	High
Medium	3	Moderate impact to campus operations or service	Loss of revenue or cost increase of 5-10 percent or combination of both (esimated \$XX - \$XX) <i>(reference systemwide uses \$175M-\$350M impact)</i>	Restrictions or requirements placed on the campus's operational activities AND/OR Substantial (\$500k) regulatory fines and/or response costs AND/OR Moderate external audit findings AND/OR Litigation with substantial financial (\$500k - \$1M), reputational or precedent exposure	Difficulty recruiting or retaining employees with essential knowledge, skills and abilities AND/OR Work culture experiences frequent internal conflict or significant negativity AND/OR Decreased information sharing in many circumstances	Local negative press and public interest OR impact <1 year to mission critical stakeholder group	Major injury or death to 1 or more	Medium

Low	2	Minor impact to campus operations or service	Between \$XX and 1-5 percent revenue loss or expense increase or combination of both (estimated \$XX - \$XX impact) <i>reference: systemwide uses \$5M - \$175M)</i>	Regulatory fines (<i>less than \$500k</i>) AND/OR Minor external audit findings AND/OR Litigation with financial (less than \$500k), reputational or precedent exposure AND/OR Internally-imposed consequences or requirement for formal corrective action	Minor impact to recruitment or retention AND/OR Work culture experiences some internal conflict or negativity AND/OR Decreased information sharing and cooperation in limited circumstances	Known by campus OR short-term impact to non-mission critical stakeholder	Multiple minor injuries	Low
Negligible	1	Annoyance	Less than \$XX impact	No to minimal impact	No to minimal impact to recruitment or retention AND/OR No to minimal impact to workplace culture	Contained within the department OR limited impact to non-critical stakeholders	Single minor injury	Negligible