RISK REGISTER
PUSTAKA NEGERI SARAWAK

PUSTAKA SIBU: CORPORATE MANAGEMENT DIVISION

RISK CATEGORY	1. RISK IDENTIFICATION			2. RISK ANALYSIS AND EVALUATION				3. RISK CONTROL	
	Activity/ Process	Risk/ Opportunity	Cause	Current Risk Control	Likelihood	Impact	Level	Recommended Action/ Additional Control	Person In Charge (Risk Owner)
Reputational	Communications	Reputational risk due to inaccurate or delayed information release	Weak verification process	Communications policy, draft reviews	2 (Unlikely)	5 (Severe)	**10 (MEDIUM)**	Establish clear messaging framework, approval matrix, and key spokespersons	HOD, Corporate Communication
Reputational	Promotion & Media	Ineffective promotion of library services and activities	Inadequate targeting, limited media reach	Multiple platforms used	3 (Possible)	3 (Moderate)	**9 (MEDIUM)**	Media analytics and campaign review	PR Officer
Operational	Customer Day	low public turnout during Customer Day	Limited public awareness or interest, Ineffective promotion and publicity of the event,	Promotion through existing communication channels and with local influencer	3 (Possible)	4 (Major)	**8 (MEDIUM)**	Early Promotion and increase collaboration with more exhibitors	PR Officer
Reputational	Public Relations	Negative media coverage or misinterpretation of events	Lack of media coordination	PR guidelines, stakeholder engagement plan	2 (Unlikely)	5 (Severe)	**10 (MEDIUM)**	Prepare media briefing notes	PR Officer
Operational	Customer Feedback	Delayed or ineffective response to customer complaints	Manual tracking, workload	Feedback channels, CCRF, email, media social	3 (Possible)	4 (Major)	**12 (MEDIUM)**	Implement digital feedback tracking system	PR Officer
Safety/ Operational	Official Visits	Poor coordination of official visits	Last-minute changes, unclear roles	SOP for visits	2 (Unlikely)	4 (Major)	**8 (MEDIUM)**	Develop visit coordination checklist	PR Officer
Operational	Registry	Loss or misrouting of official correspondence	Manual handling, human error	CACTUS	2 (Unlikely)	5 (Severe)	**10 (MEDIUM)**	Digitise correspondence tracking (CACTUS)	Registry Officer
Operational	Registry	Delay in distribution of incoming/ outgoing correspondence	Staff shortage, unclear prioritisation	Decentralize registry operation	3 (Possible)	3 (Moderate)	**9 (MEDIUM)**	Distribute the task through online with other Registry Officer in campuses	Registry Officer
Operational	Facility Management/ Schedule maintenance	Breach of Contract Agreement by appointed contractor/ Supplier	1) Incompitence Contractor/ Supplier. 2) Too low contract/ tender value	1) Contract Agreement	1 (Rare)	3 (Moderate)	**3 (LOW)**		HOU Facility

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Operational	Facility Management/ maintenance	Complaints on damages/ breakdown/ malfunction of equipment/ facilities/ assets	1) Increase in customer complaints	Monthly preventive maintenance (building maintenance)	1 (Rare)	3 (Moderate)	**3 (LOW)**	Feedback Management	HOU Facility
Operational	Facility Management/ maintenance	Corrective Maintenance - Delay in executing corrective maintenance	1) Service complaints 2) Machine downtime	ISO QP-FM-03	4 (Likely)	3 (Moderate)	**12 (MEDIUM)**	Approved vendor/ contractor	HOU Facility
Operational	Facility Management/ maintenance	Contractor non-performance	1) Operational interuption 2) Time wastage	1) Schedule work checklist	2 (Unlikely)	3 (Moderate)	**6 (MEDIUM)**		HOU Facility
Operational	Facility Management/ maintenance	Interruption of electricity and water supply due to external factors	1) External supply failure	Backup Generator	2 (Unlikely)	5 (Severe)	**10 (MEDIUM)**	Emergency response plan	HOU Facility
Financial	Invoice Verification and Payment Authorisation	Risk of Payment Without Proper Verification	Payment made without Requesting Officer verification of goods or services received.	To provide date of delivery and date of verification of goods and services	2 (Unlikely)	3 (Moderate)	**6 (MEDIUM)**	To provide delivery order from the supplier	Requesting Officer
Financial	Invoice Amount Review and Price Variation Approval	Risk of Overpayment and delayed Due to Amount Changes	1) Weak monitoring of Service Order vs invoice amount 2) Late approval documentation 3) Inconsistent documentation standards	1) To bring the changes accordingly a. Direct Purchase - initial by Approver of the Direct Purchase b. JPT - to bring the changes for approval in JPT	3 (Possible)	5 (Severe)	**15 (HIGH)**	1) To properly prepare the program/ activities of the budget 2) Using historical analysis for budgetting new activities/ programs to avoid extra budget	Division head/ Program Owner/ Requestor
Financial	Electronic Payment Processing and Bank Submission	Payment not executed due to expired RHB link or upload failure	1) Link expiration, system timeout, incorrect upload procedure 2) Issue of CAR if payment more than 13 days	1) Finance monitors cashbook entries; reconciliation identifies unpaid items 2) Cashbook monitoring, reconciliation after the fact 3) Monitoring Table	3 (Possible)	5 (Severe)	**15 (HIGH)**	1) Daily payment status check in cashbook 2) Daily payment status check in RHB 3) Escalation workflow for failed uploads 4) Auto-expiry alerts for links 5) if a payment is still pending more than 48 hours after intended date, auto-email to designated officer	AA/ AC

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Financial	Invoice Processing and Duplicate Payment Control	Fraudulent or duplicate payment	1) Duplicate invoice but different invoice number 2) Duplicate payment	1) To check manually with service order and invoice that already key in	3 (Possible)	5 (Severe)	**15 (HIGH)**	1) The request officer have to double check with their service order and copy invoice before send to Finance for payment	Request officer
Financial	Inter-Entity Budget Transfer and Payment Scheduling	Payment delayed or missed because HQ transfer is late and follow-up is forgotten	Inter-entity transfer delay; weak reminder/tracking; manual follow-up lapse	Finance requests budget from HQ; payments queued pending funds	3 (Possible)	5 (Severe)	**15 (HIGH)**	1) Pre-commitment check in eFAS before scheduling payments 2) pin a recurring time (e.g., every Tue/Thu 3pm) for HQ transfer follow-up until cleared. 3) To remain the treshold above RM 150,000.00	Finance
Financial	Procurement Method Determination and Approval	Risk of Incorrect Procurement Method	1) Unclear separation of procurement methods in SOP 2) Lack of staff understanding	1) Request Oficer send the request by using email and DARES 2) Staff assembly	3 (Possible)	5 (Severe)	**15 (HIGH)**	1) To take and advice from AA/ AC before proceed for procurement 2) To remind in email	AA/AC
Financial	Budget Recommendation and Approval Control	Risk of Unauthorized Procurement Recommendation	1) Division head cannot control their own division budget 2) Unauthorised budget usage	1) To remind in management meeting by their Sector	3 (Possible)	3 (Moderate)	**9 (MEDIUM)**	1) The divison head's budget recommend the request 2) Where expenditure involves another division's budget, approval from the respective Division Head shall be obtained prior to execution.	Division Head
Financial	Procurement Documentation Review and Validation	Risk of Incomplete Procurement Documentation (Missing or incorrect references)	Delay in procurement of the service and items	1) Division head to make sure all attached document are correct 2) Finance to make sure all attached document are correct	3 (Possible)	3 (Moderate)	**9 (MEDIUM)**	1) System owner to strictly mention in the system for required document 2) Division head to remind	Division head
Financial	Contract, Quotation and Service Order Matching	Risk of Contract/ Service order Mismatch	Inadequate cross-checking before Service Order issuance	1) Assistant Accountant to check and review the quotation and DARES request	3 (Possible)	3 (Moderate)	**9 (MEDIUM)**	1) Account Assistant to double check before notify request officer	Finance

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Financial	Commitment Monitoring and Service Order Cancellation	Budget not properly utilised and not used	Requests that do not proceed but remain committed may result in insufficient available budget.	Manual checking of expired commitments and reminding the Requesting Officer to cancel the Service Order.	3 (Possible)	4 (Major)	**12 (MEDIUM)**	Requesting Officers shall conduct monthly verification with service providers to confirm whether the service is still required and ensure timely cancellation of unused Service Orders.	Requesting Officer
Financial	Service Completion Billing and Invoicing	Risk of Unbilled or Delayed Billing	1) Lack of monitoring over completed services 2) Delayed submission of documentation	1) Service Order (SO) issued for bookings 2) Finance issues invoice when notified by Facility Unit 3) Official Receipt (OR) issued after payment (not always timely)	3 (Possible)	3 (Moderate)	**9 (MEDIUM)**	1) Pre-event invoice: Mandatory invoice before service date 2) Post-event checklist: Facility must confirm usage and send documentation same day 3) Escalation: Alert if invoice not issued within 1 working day after service	Facility
Financial	Facility Usage Reporting and Invoice Triggering	Revenue not billed timely because Facility Unit didn't alert Finance to issue invoice	1) Manual communication; no system trigger; facility sent only a payment receipt with Service Order (no invoice request) 2) Delay in preparation for bank reconciliation	Service Order prepared; sometimes payment received before invoice; Official Receipt not always issued	3 (Possible)	4 (Major)	**12 (MEDIUM)**	1) Mandatory pre-event invoice (or pro-forma) for room rentals 2) Post-event billing checklist (usage → invoice → Official Receipt) 3) Monthly revenue reconciliation: Service Order - booking/usage - invoice - Official Receipt	Facility
Financial	Receipt Issuance and Cashbook Recording	Official Receipt (OR) issuance	Payment recorded by Facility and not issued the official receipt	Process gap; unclear segregation of duties; cashbook not updated promptly	3 (Possible)	5 (Severe)	**15 (HIGH)**	1) Facility submits payment advice + Service Order same day 2) Daily Official Receipt sequence review by Accountant (detect missing Official Receipt numbers) 3) Exception report for usage/ payments without Official Receipt	Facility

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Financial	Revenue Recognition and Accrual Recording	Revenue recognized on payment date instead of service/usage date	Late invoice issuance; misunderstanding of accrual basis for exchange transactions	none	2 (Unlikely)	4 (Major)	**8 (MEDIUM)**	To remind Facility to provide the service order and issued it to Finance	Facility
Financial	Procurement and inventory handling of purchased books	Purchased books are lost by customers and waiver requests are made without timely notification to Finance.	Lack of timely reporting and communication from the Technical Unit to Finance when loss occurs.	Waiver approval process through management.	3 (Possible)	4 (Major)	**12 (MEDIUM)**	1) Technical Unit shall immediately notify Finance upon loss of purchased books. All waiver requests must be supported with loss reports and approval prior to financial write-off.	1) Technical Unit (Custodian) 2) Finance Unit – monitoring and recording

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