	<h1>Finance - PRAM</h1> <h2>Process Risk Assessment Matrix</h2>		Document Number: PR-FIN-03.01
	Department: Finance	Effective Date: October 10, 2025	Revision No 9

Legend:

Probability of Occurrence		Ave. no. of Incidence or cases per month
High	Almost certain will occur	21 and above
Medium	Occur at some time	11 to 20
Low	Remote Possibility	0 to 10


Severity of Risk	
Critical	Will greatly affect stakeholders satisfaction
Non-Critical	Less effect on stakeholders satisfaction

PROCESS RISK ASSESSMENT MATRIX								
Key Process/ 2Ps or Guidelines title	Risk (Potential Problem that may occur)	Most Likely Cause	Probability of Occurrence	Severity of Risk	Action Plan to Prevent Occurrence/ Operational Control	Support Documentation/ Record Used	Action Plan to Prevent Recurrence/ Contingent Action	Support Documentation/ Record Used
Billing	Delayed Preparation and Submission of Billing	No rate set up	Medium - Mnl Low - Ceb Low - Dvo	Critical	Advise Sales personnel to set up the rate in F2 System	Email; F2 System; Conformance Rates	Alignment with Sales Team to ensure rate set up prior to initial shipment. Establish SLA on encoding of rates in F2 system prior to initial shipment.	Email; MoM; F2 System; Conformance Rates
		Wrong rates set up	Low - Mnl Low - Ceb Low - Dvo	Critical	Advise Sales personnel to correct the rates in F2 System.	Email; F2 System; Conformance Rates	Implement UAT before initial shipment to ensure accuracy of set up in the system.	Email; F2 System; Conformance Rates
		Zero Charges	Medium - Mnl Low - Ceb Low - Dvo	Critical	Coordinate with RYM, Sales & Operations	E-mail, Presmat/MOM	Establish SLA on resolving Zero Charges	E-mail, conformance rates, F2 system
		Unupdated rate set up	High - Mnl Low - Ceb Low - Dvo	Critical	Advise Sales personnel to update rate set up in F2 System	Email; F2 System; Conformance Rates	Alignment with Sales Team to ensure updated rate is set up	Email; F2 System; Conformance Rates; MoM
		Delay of Courier in delivering/sorting of docs upon arrival	Low - Cebu	Non-Critical	Try other Courier/Send it via AIR or SEA	Airway Bill for Air/Bill of Lading for Sea/Email	Accredit a Reliable Courier for areas with seldom flight and shipping schedule.	Airway Bill for Air/Bill of Lading for Sea/Email
		Wrong Encoding of HWB data	Low - Mnl Low - Ceb Low - Dvo	Critical	Coordinate with Ops/Encoder and prepare Request for Adjustment (RFA)	Email; RFA; F2 System	Alignment with Operations/Encoders Team to ensure accuracy of data encoding	F2 System; Emails
		Unavailability of Manpower during lockdown due to outbreak of infectious diseases	Low - Mnl Low - Ceb Low - Dvo	Critical	Provide service transportation for Employees	Viber	Provide daily service transportation for Employees	Viber

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Billing	Delayed Preparation and Submission of Billing	Limited working hours /LGU Safety Protocols during lockdown due to outbreak of infectious diseases	Low - Mnl Low - Ceb Low - Dvo	Critical	Prioritization of document for countering,liquidation, and preparation of billing and submission based on materiality concept and on client business hours	Email; Call log; Viber	Assistance from other department to do Finance function	Email; Call log; Viber
		Work rotation/ Forced leave/ LGU Safety Protocols during lockdown due to outbreak of infectious diseases	Low - Mnl Low - Ceb Low - Dvo	Critical	Prioritization of document for countering,liquidation, and preparation of billing and submission based on materiality concept and on client business hours	Email; Call log; Viber	Assistance from other department to do Finance function	Email; Call log; Viber
		Loss POD	Low - Mnl Low - Ceb Low - Dvo	Critical	Print scanned copy of request for re-printed copy from client and provide affidavit of loss	Email/Re-printed copy	Daily monitoring of POD return based on actual delivery	POD Monitoring; Emails
		Delayed updating of delivery status in F2 System	Low - Mnl Low - Ceb Low - Dvo	Critical	Coordinate with Docs Asst and/or Operations to update the system immediately	Email/F2 System	Alignment with Operations and/or Branch operations to update the system ontime	Emails
		Incomplete POD requirement/Client Billing Requirement (Ex. Billing Report Summary/Topsheet)	Medium - Mnl Low - Ceb Medium - Dvo	Critical	Coordinate with Branch operations to retrieve the lacking documents/information Print scanned copy of request for re-printed copy from client and provide affidavit of loss Coordinate with customer contact persons, discuss to Sales in-charge, and elevate to customer superiors. Provision of pending billing monitoring to customers.	Email; POD Monitoring; Re-printed copy	Consistently send pre-alert and/or checklist, call and send sms to Destinations of required documents. Destinations to join alignment meeting. Include in business review.	Email; SOP; Call log; Viber
		Time Constraint of Collectors	Low - Mnl Low - Ceb Low - Dvo	Critical	Identify prioritization	MoM; Itinerary	Strict implementation of Itinerary	Itinerary
		Unupdated/Wrong Information	Low - Mnl Low - Ceb Low - Dvo	Critical	Coordinate with sales to update and confirm correct information	Email Update Customer file module in F2 System	Regular meeting with Sales, to include update in customer information	Email; MoM
		Unavailability/ Limited Flight schedule	Low - Mnl Low - Ceb Low - Dvo	Critical	Electronic submission of Documents and POD Land / via roro sending of POD and transmittal Attached documents inside the convan	Email, Social Media platform	Electronic submission of Documents and POD Land / via roro sending of POD and transmittal Attached documents inside the convan	Email, Social Media platform

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Billing	Delayed Preparation and Submission of Billing	Customer's employees' Work rotation/ Forced leave/ LGU Safety Protocols during lockdown due to outbreak of infectious diseases	Low - Mnl Low - Ceb Low - Dvo	Critical	Electronic submission of Documents and Invoices	Email, Social Media platform	Electronic submission of Documents and Invoices	Email, Social Media platform
		Temporary closure of Customer's business due to outbreak of infectious diseases	Low - Mnl Low - Ceb Low - Dvo	Critical	Electronic submission of Documents and Invoices	Email, Social Media platform	Electronic submission of Documents and Invoices	Email, Social Media platform
		Shortened cut off hours of customers	Low - Mnl Low - Ceb Low - Dvo	Critical	Electronic submission of Documents and Invoices	Email, Social Media platform	Electronic submission of Documents and Invoices	Email, Social Media platform
Billing	Returned billing from customer	No rate conforme	Low - Mnl Low - Ceb Low - Dvo	Critical	Sales to secure approval of rates and provide finance a copy	Email/Client conforme rate/Contract/SLA/Job Instruction (JI)	Align with Sales team for the strict implementation of policy and SOP	Email; MoM; SOP
		Unupdated required billing attachment	Low - Mnl Low - Ceb Low - Dvo	Critical	Coordinate with sales to update and confirm the SOP	Email ; SOP	Coordinate with sales to update and confirm the SOP	Email ; SOP
		Unupdated rate set up	Medium - Mnl Low - Ceb Low - Dvo	Critical	Advise Sales personnel to update rate set up in F2 System	Email; F2 System; Conforme Rates	Alignment with Sales Team to ensure updated rate is set up Enforce strict implementation of company policies & procedures	Email; F2 System; Conforme Rates; MoM
		Wrong Information	Low - Mnl Low - Ceb Low - Dvo	Critical	Coordinate with sales to update and confirm correct information Revisit SOP	Email; SOP	Regular meeting with Sales, to include update in customer information Reorientation of SOP	Email; MoM; SOP
		Wrong Billing	Low - Mnl Low - Ceb Low - Dvo	Critical	Issue Credit Memo/Re-submit adjusted billing	Credit Memo/New Billing	Alignment with billing and/or sales team and/or operations to ensure compliance to customer's SOP	Email; MoM; SOP

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Collection	Delayed collection	Wrong Billing	Low - Mnl Low - Ceb Low - Dvo	Critical	Issue Credit Memo/Re-submit adjusted billing	Credit Memo/New Billing	Alignment with billing and/or sales team and/or operations to ensure compliance to customer's SOP Refresher course and adherence to Finance 2Ps	Email; MoM; SOP
		Inconsistent Client Visit and Reconciliation	Low - Mnl Low - Ceb Low - Dvo	Critical	Identify problematic accounts and schedule visit.	Statement of account/Email	Regular account visitation, client reconciliation, and SOA discussion.	Statement of account/Email/Itinerary
		Time Constraint of Collectors	Low - Mnl Low - Ceb Low - Dvo	Critical	Identify prioritization	MoM; Itinerary	Strict implementation of Itinerary	Itinerary
		Unsettled Claims	Low - Mnl Medium - Cebu Low - Dvo	Critical	Coordinate with Claims to validate the unsettled claims and inform Sales in charge Generate RFA for outright claims deduction and maintain schedule for discussion, deliberation and approval of unsettled claims.	Email MoM RFA Form	Specify terms and conditions of Claims settlement	Contract/Conforme of rates
		Restriction/ Refusal of Entry due to IATF/ LGU Protocols	Low - Mnl Low - Ceb Low - Dvo	Critical	Electronic/ On-line payments	Email	Electronic/ On-line payments	Email
		Limited cash flow	Medium - Mnl Medium - Ceb Medium - Dvo	Critical	Request to shortened credit terms Sending letter of reminders Virtual meetings with clients to follow up collections and reconciliation of accounts.	Email	Request to shortened credit terms Sending letter of reminders Request PDC payment settlement Virtual meetings with clients to follow up collections and reconciliation of accounts	Email Virtual Meeting
		Client's New or Revised System upgrade and Internal processes / New or Revised Statutory & Regulatory Requirement	Low - Mnl Medium - Ceb Low - Dvo	Critical	Alignment of client's new billing and payment processing / Compliance to New or Revised Statutory & Regulatory Requirement	SOP/MOM/Email	Maintain open communication with customers Consistent meeting alignment with customer	SOP/MOM/Email
		Disruptions in receivables collection attributable to climate change impacts	Low - Mnl Low - Ceb Low - Dvo	Critical	Establish multiple payment options (bank transfer, mobile payments) to ensure continuity during climate-related disruptions	Email / Bank Statements / Viber / Deposit Slip	Conduct a review of collection performance and update procedures to prevent recurrence	Email / Bank Statements / Viber / Deposit Slip

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Collection	Bad Debts	Unlocated Office/Customer ceased Operation	Low - Mnl Low - Ceb Low - Dvo	Critical	Send Demand Letter through registered mail/refer to legal counsel	SOA/email/Collection letter/Registered Mail Receipt	Conduct credit investigation Provide monthly provision for bad debts	Credit Investigation Form
		Bankruptcy	Low - Mnl Low - Ceb Low - Dvo	Critical	Send Demand Letter through registered mail/refer to legal counsel	SOA/email/Collection letter/Registered Mail Receipt	Conduct credit investigation Provide monthly provision for bad debts	Credit Investigation Form
Payables	Hold services/ delivery by suppliers	Delayed payment	Low - Mnl Low - Ceb Low - Dvo	Critical	Negotiate payment arrangement Identify prioritization	Email; MoM; PDC Cash Position Report	Negotiate longer credit terms	MoM; Contract; SLA
		Unavailability of Suppliers Representatives to pick up check	Low - Mnl Low - Ceb Low - Dvo	Critical	Electronic/ On-line payments	Viber, Email	Electronic/ On-line payments	Viber, Email
		Cancellation/limited flights to transport checks for branches to release.	Low - Mnl	Critical	Direct deposit of check to suppliers/service providers.	Viber, Email	Electronic/ On-line payments	Deposit Slips
		Rate Dispute	Low - Mnl Low - Ceb Low - Dvo	Critical	Reconcile with Suppliers/Service Provider	Minutes of Meeting and Signed reconciliation of account; Conformance Rates	Reiterate with MMD/Ops/Finance to secure signed Conformance on rates/Contract	Conformance rate/Contract
		Loss Documents	Low - Mnl Low - Ceb Low - Dvo	Critical	Secure Certified True Copy of Invoice from Supplier/Service Provider, and reprint internal documents	Certified True Copy of invoice; reprinted internal documents	Secure SOA and E-Billing on a regular basis	SOA/E-Billing
	Late Preparation of Check/Online Payment	Zero Charges	Medium - Mnl Medium - Ceb Low - Dvo	Critical	Coordinate with Sales & Operations	E-mail, Presmat/MOM	Establish SLA on encoding of rates in F2 system prior to initial shipment	E-mail, conformance rates, F2 system
		No Planning & Consol/TTL	Medium - Mnl Medium - Ceb Low - Dvo	Critical	Coordinate with Operations	E-mail, Presmat/MOM	Sending Weekly Reports to Operations Nationwide (Planning & Consol Performance)	E-mail, F2 system
		Late transmittal of Billing	Low - Mnl Low - Ceb Low - Dvo	Non-Critical	Call the attention of person responsible	E-mail	Strict compliance of SLA	E-mail
		No rate set up for selling & buying	Low - Mnl Low - Ceb Low - Dvo	Critical	Coordinate with Sales & Operations	E-mail	Establish SLA on encoding of rates in F2 system prior to initial shipment	E-mail, conformance rates, F2 system
		Unidentified Transactions	Low - Mnl Low - Ceb Low - Dvo	Critical	Call the attention of Operations	E-mail, Presmat/MOM	Sending Weekly Reports to Operations Nationwide (Carrier Billing vs Actual Transaction)	Carrier Billing Report, Data Extraction, E-mail

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Payables	Late Preparation of Check/Online Payment	Delayed processing of billing due to lacking/incorrect attachments due to cancellation/limited of flights due to pandemic/ new or revised statutory & regulatory requirements	Low - Mnl Low - Ceb Low - Dvo	Critical	Electronic submission of Documents and Billing from supplier	E-mail; viber	Electronic submission of Documents and Billing from supplier	E-mail; viber
		Delayed processing of billing/online filing and payment due to deployment of personnel to special project and other reasons (Ex. Sick, Maternity, etc.)	Low - Mnl Low - Ceb Low - Dvo	Critical	Buddy System	Salarium, Email	Hire non-organic/on-call	Salarium,Email

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