

# OFFICE OF THE CHIEF RISK OFFICER ANNUAL REPORT 2018



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# INTRODUCTION

The Office of the Chief Risk Officer is comprised of Campus Enforcement and Patrol, Emergency Management, Environmental Health and Safety, Risk and Insurance and the Assessment and Care Protocol team. The OCRO collaborates with many partners in the university community, which has resulted in successfully completing many initiatives.

In 2018, Memorial's Health and Safety Management System was updated to include seven new elements providing the foundation for efforts in environmental health and safety. This was complemented by the completion of a formal Safety Climate Assessment. This comprehensive study provides an in-depth analysis of how people think and act in relation to health and safety at Memorial and serves as a benchmark for future initiatives.

Memorial's Enterprise Risk Management (ERM) program continued to mature in 2018. One of the key highlights was a joint risk planning session held between members of the Board of Regents, Vice Presidents Council (VPC) and the ERM Committee. This review included a broad analysis of Memorial's Risk Framework and the university's risk profile, which resulted in a roadmap for future risk initiatives. The ERM Committee continued to meet on a regular basis to receive and review updates on key risks including safety and security. This committee was also tasked with utilizing a risk-based approach to make recommendations to VPC regarding allocation of the university's Campus Renewal Fee.

Campus Enforcement and Patrol (CEP) continues to serve as our first responders to many challenging situations at Memorial. A new training program was developed and deployed in 2018 to ensure officers are ready to help our university community. The training program is based upon national standards and ensures officers have the skills and expertise necessary to succeed in today's ever-changing environment.

Memorial's Incident Management System (MIMS) and the MUN Safe app saw tremendous growth throughout 2018. The number of MUN Safe subscribers increased from 10,349 at the beginning of the year to 18,349 at year-end. MUN Safe is an important communication tool that provides alerts on campus operations including time sensitive safety information, weather closures or labour disruptions. A priority in 2018 was MIMS training for the university's Workplace Health and Safety Committees and a new added feature allows risk-based severity rankings to incidents. The OCRO created and circulated monthly statistical packages throughout 2018, and data from MIMS was used to populate the Safety Culture section of the Vice-President (Administration & Finance) Metrics Dashboard. Incident reporting and subsequent data sharing helps to inform the university community of what is happening on campus to ultimately create a safer and more secure environment.

In May 2018, the OCRO commenced a pilot program to examine if a "remote work/hotel space" program could benefit Memorial by reducing the demand for office space and associated operating costs. This initiative was made possible through the use of mobile technology, advanced scheduling and planning as well as close monitoring of performance metrics. The program will be formally evaluated and appears to be successful resulting in savings and operational efficiencies. It has also freed up the office space the OCRO occupied at 208 Elizabeth Avenue providing an opportunity to repurpose the space.

Our journey of continuous improvement is made possible through the hard work and commitment of our employees combined with the teamwork and strength of our many partners in the university community. Together we will continue to make Memorial a healthy and safe place to work, study and research in 2019 and beyond.

# WHO WE ARE

Established in 2013, the OCRO oversees Campus Enforcement and Patrol, Environmental Health and Safety, and Enterprise Risk Management. This includes the development and implementation of an emergency management program; maintaining a risk management framework; the safety and security of people and property of the university; and the environmental, health and safety program.

## MISSION

The OCRO works collaboratively with Memorial's university community to provide a safe, secure, and healthy environment with a managed, proactive approach to risk through engagement and education that supports teaching, learning, living and working on campus.

## VISION

Memorial University's OCRO will be regarded by its peers as a leader in the fields of emergency preparedness, health and safety, security, and risk management. We strive to be collaborative and innovative when developing and implementing programs, initiatives, and best practices.



# MUN SAFE

Using push notifications, in-app alerts, email, Facebook, and Twitter, MUN Safe continued to be an important communication tool, notifying the university community on everything from campus closures to information on potential labour disruptions.

Emphasis was also placed on increased reporting of health, safety and security concerns. 2018 saw a 78 percent increase in reporting from 2017. 567 incident reports through MUN Safe in 2018 were inputted into Memorial's Incident Management System (MIMS) to ensure they were properly addressed by the responsible units.

**MUN SAFE  
DOWNLOADS REACHED  
18,349 IN 2018**



## MUN SAFE EXPANSION

In August of 2018, Marine Institute was added as a specific location option on the MUN Safe application. The app now allows users to choose between Grenfell campus, Marine Institute, and the St. John's campus. The app also contains campus specific information, such as student and staff resources and emergency contacts.

# ASSESSMENT & CARE PROTOCOL

The Assessment and Care Protocol (ACP) is intended to identify and respond to incidents involving disturbing, threatening or violent behaviour. Its purpose is to enhance safety and security by establishing and ensuring a coordinated, timely, high-level, and centralized approach for the identification, mitigation and response to certain behavioural incidents.

In 2018, 382 behavioural incidents were reported through MIMS and MUN Safe. Of this total, 93 were flagged for further assessment, which resulted in the creation of nine cases. Of these nine, four were escalated to the ACP committee for review and response coordination.



# HEALTH AND SAFETY MANAGEMENT SYSTEM

A well-defined health and safety management system (HSMS) is vital in the prevention and reduction of health and safety risks. It provides the framework to enable compliance with occupational health and safety (OHS) legislation and university policies and procedures. In 2018, the OCRO focused on continued development of a formal HSMS.

An HSMS and manual appraises members of the university of their duties and responsibilities to applicable legislation, policies, procedures and reporting requirements. The university community was engaged to provide feedback on this document. This was subsequently approved by the Enterprise Risk Management Committee (ERMC), a subcommittee of Vice Presidents Council.

The following elements have been approved:

- Assurance
- Communication
- Competency, Training, and Awareness
- Contractor Safety Management
- Disability Management
- Document and Record Management
- Emergency Management
- Hazard Identification and Risk Management
- Incident Management



# INDUSTRIAL HYGIENE

Memorial's Industrial Hygienist conducts regular assessments for health hazards at all Memorial campuses. Noise measurements, inspections for mould, temperature readings and indoor air quality assessments are all conducted to protect the health and safety of the university community. The effects of health hazards contributing to occupational diseases may be immediate or may take many years to develop. Occupational diseases and illnesses include:

|                   |  |
|-------------------|--|
| Noise             | <ul style="list-style-type: none"><li>• Hearing loss</li></ul>                     |
| Asbestos          | <ul style="list-style-type: none"><li>• Asbestosis</li><li>• Lung cancer</li></ul> |
| Dust from Animals | <ul style="list-style-type: none"><li>• Occupational asthma</li></ul>              |
| Chemical Handling | <ul style="list-style-type: none"><li>• Dermatitis</li></ul>                       |

Respiratory protection has been identified as a control in various locations at Memorial. In order to ensure respirators are worn correctly workers must complete training and undergo fit-testing. In 2018, respirator training sessions were conducted in class and via distance education (D2L).

5 respirator training sessions in class

58 workers trained in class in respiratory protection

409 students and workers trained on D2L in respiratory protection



# INDUSTRIAL HYGIENE PROGRAMS

## DRINKING WATER

As part of the commitment to the availability of wholesome drinking water, in 2018 Facilities Management conducted annual sampling in consultation with EHS.

FM workers collected water samples, which were sent for metals analysis to an external accredited laboratory. This analysis included measurement of any lead in the drinking water. 2019 activity included:

- 66 drinking water samples.
- Installation of eight new chilled/filtered drinking water stations.
- Four new proposed chilled/filtered drinking water stations to be installed in 2019.
- Continued commitment to drinking water quality.

## ASBESTOS MANAGEMENT

Many buildings at Memorial have asbestos containing materials whether in the pipe insulation, drywall joint compound, roofing materials or floor or ceiling tiles. Every year, renovations, construction projects and regular operations and maintenance activities require working with and around asbestos. In 2018:

- 47 people trained in class on Asbestos Awareness for Building Occupants.
- Acceptable exposure levels in all air sampling results during annual sampling.
- 137 permits issued by EHS for asbestos abatement work.

## HEARING CONSERVATION PROGRAM

In 2018, EHS laid the ground work on the development of a Hearing Conservation program, which included identification of high noise areas. This program will help protect the university community from the health effects of noise, and outline requirements for noise sampling, education, training for workers, and noise controls. The program will also include annual audiometric testing for those over-exposed to noise. The Hearing Conservation program will be implemented in 2019.

# PLANNED EMERGENCY EVACUATION DRILLS

Every employer who falls under the Newfoundland and Labrador Occupational Health and Safety Act is required to demonstrate that their workplace occupants are capable of evacuating in the event of an emergency. Evacuations must be performed annually and must be executed in a safe and orderly manner in conformance to the workplaces emergency evacuation plan.

In accordance with this regulation, EHS facilitated 48 building drills in 2018. Observers from the OCRO were placed strategically in each workplace to evaluate the overall performance of each building and its emergency warden team. Workplaces with struggling emergency warden teams had post evacuation meetings to focus on continuous improvement. Noise sampling was also conducted to evaluate the adequacy of the audible alarm systems. Areas deemed to have inadequate decibel levels were corrected by Facilities Management.

The OCRO is proud to acknowledge the success of this program, and will continue to foster an engaged community in emergency preparedness.



# CONTRACTOR SAFETY MANAGEMENT

Contractor safety management (CSM) is a service provided by EHS to ensure contractors understand their collective responsibility with respect to the Newfoundland and Labrador Occupational Health and Safety Act and regulations and Memorial University's policies. In 2018, several improvements were made to the program including a revised contractor safety management procedure and introduction of an online contractor safety orientation course.

Memorial is home to one of the largest construction projects in the metro St. John's area, the Core Science Facility (CSF). Since the start of the project, EHS has reviewed and approved health and safety processes, performed inspections, audits, and documentation approval. Memorial is also nearing completion of its second year of construction of the new Animal Resource Center, which receives similar oversight from the EHS team as provided to the CSF.



**In 2018, EHS was involved in 72 individual construction projects, which involved conducting over 500 inspections.**

# DIVING SAFETY PROGRAM

At Memorial, diving for scientific purposes is completed in compliance with provincial occupational health and safety legislation. This program compliance is carried out by Memorial's Diving Safety Officer (DSO).

Memorial's DSO is also a member and president of the Canadian Association for Underwater Science (CAUS). This program promotes safe diving practices and peer-reviewed standards of practice for scientific diving by its members. It provides a national forum for information exchange and policy on scientific diving. This committee involvement also ensures Memorial is up to date on best practices in diving physiology and helps the university adapt to legislative change.

Memorial's stakeholders of the DSP include the Department of Ocean Science's provincial footprint, Memorial's departments of science, geography, engineering and all research requiring the collection of underwater specimens, data, etc. Memorial also formed a lab working directly with a global reef protective group performing coastline studies worldwide.

**2018 scientific diving activities consisted of 357 logged dives and Memorial divers logged over 270 hours of bottom time**



# WHMIS

Newfoundland and Labrador's Workplace Hazardous Materials Information System (WHMIS) legislation was amended in 2018. WHMIS now incorporates the international Globally Harmonized System (GHS) for classification and labelling of chemicals.

As a result of the changes, everyone working with, or in close proximity to, hazardous products was required to complete updated WHMIS training. This course was developed by EHS and offered online. During the development of the new training course, university stakeholders, including the Senate Committee for Undergraduate Studies (SCUGS), were engaged. This resulted in the subsequent approval to add WHMIS (SC 1808) and Lab Safety (SC 1807) as pre-requisites for all lab courses where students may come in contact with hazardous products.

## CONTROLLED GOODS PROGRAM

Memorial is registered with the federal government's Department of Public Works and Government Services (PWGS) Controlled Goods Program (CGP). This allows authorized members of the university to examine, possess and transfer controlled goods, including International Traffic in Arms Regulations (ITAR) items in Canada.

The oversight of the program includes the completion of security assessments of all employees who require access to controlled goods and ensuring security measures are in place to prevent unauthorized access.

In 2018, two Memorial employees successfully completed security assessment. Memorial was inspected by Canada's PWGS and was found to be in full compliance with the Controlled Goods Act/Regulations.

# WHS COMMITTEES

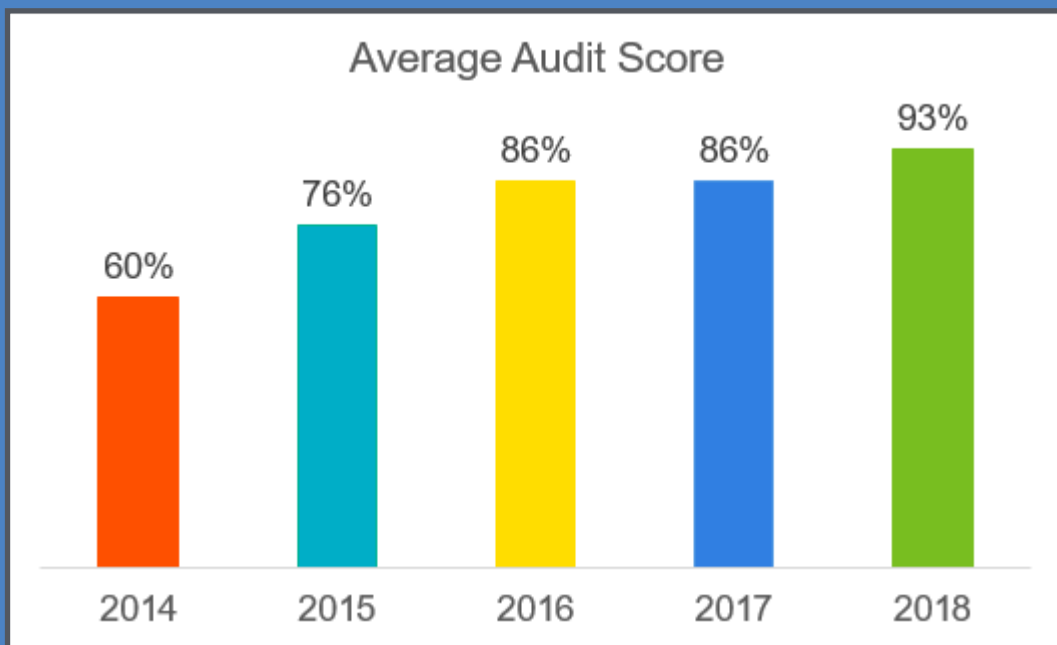
Workplace Health and Safety (WHS) committees are a vital part of Memorial's safety culture. The OCRO works with the WHS committees to help stimulate and raise awareness of health and safety issues occurring at the university.

The committees are comprised of management and workers, and provide a forum for communication between the employer and the worker to address health and safety concerns in the workplace.

Currently there are 27 committees at Memorial, totalling 203 members. EHS offers in-house training for WHS committee members to ensure they are aware of their responsibilities and informed and briefed on legislation changes.

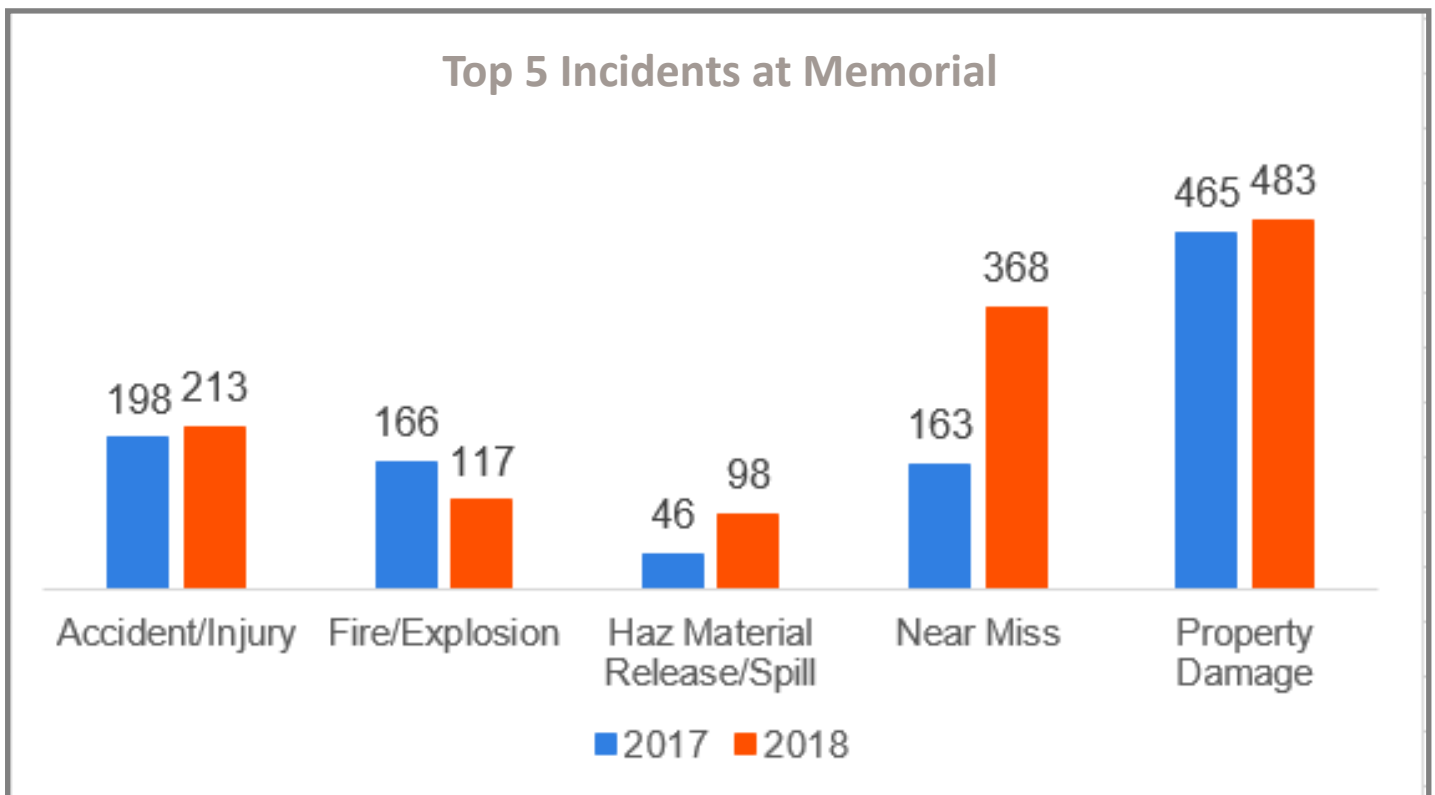
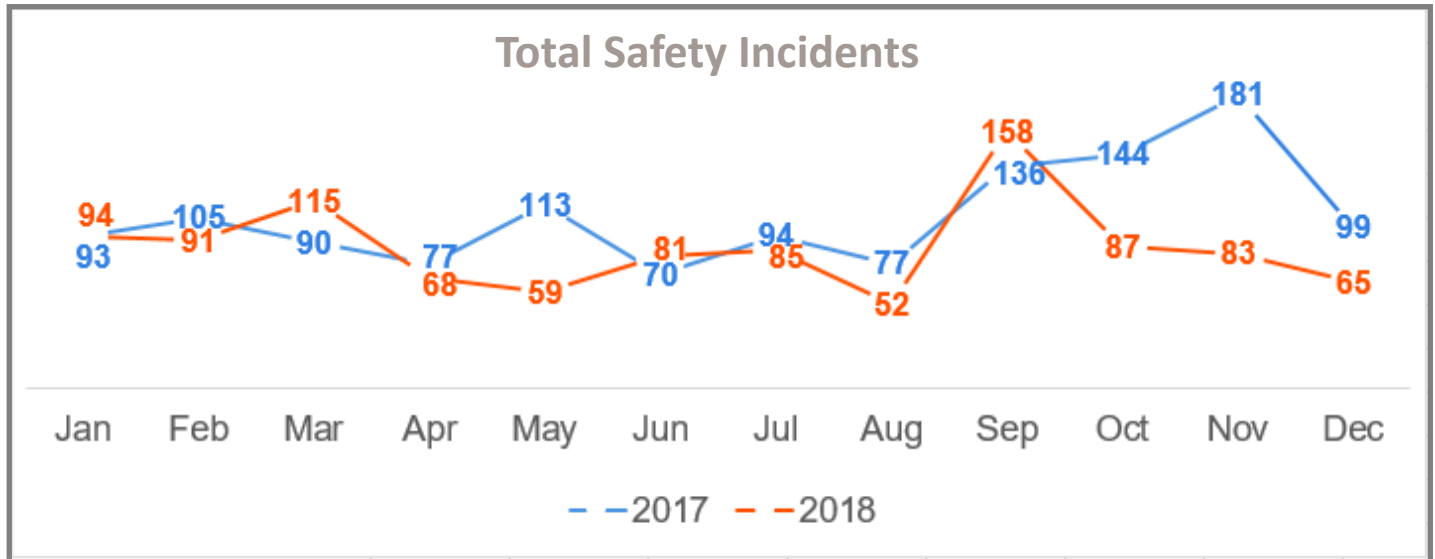
## Key Results of 2018 WHS committee audit:

- The average WHS committee audit score was 93%, an increase of 7% over 2017 audit results.
- Five committees scored 100% (Business Administration, Houses, Labrador Institute, Marine Institute and Ocean Sciences Center).
- 26 of 28 committees scored 86% or higher.
- The lowest committee score was 62% (Physical Education).
- Earth Sciences was most the improved committee, improving on their 2017 audit score by 34%.



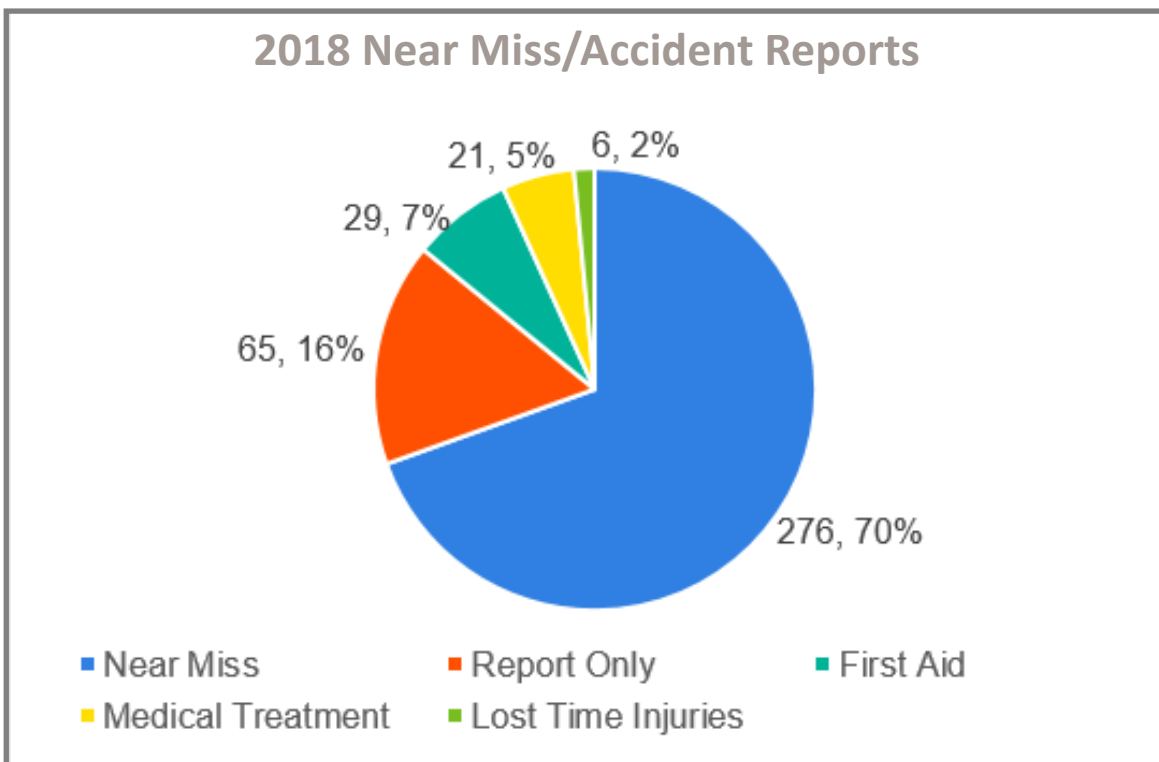
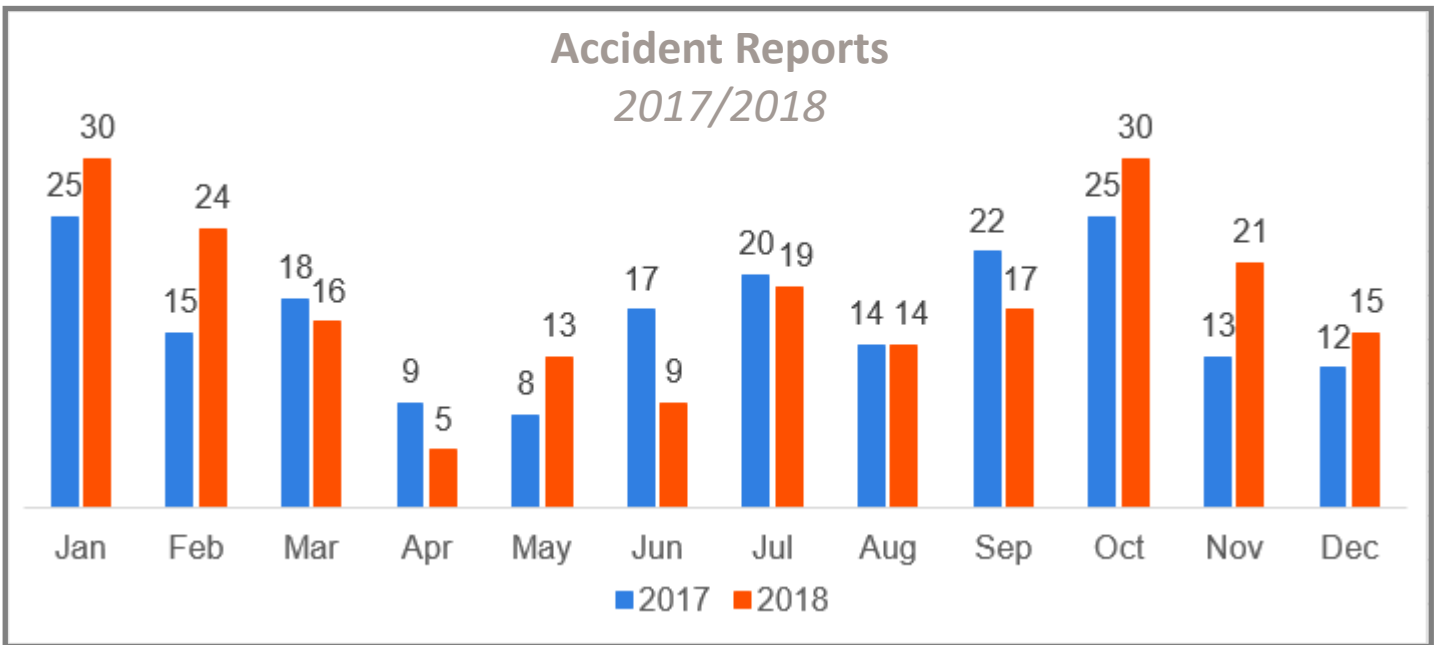
# MEMORIAL'S SAFETY INCIDENTS

The recording and maintenance of Environmental Health and Safety (EHS) Statistics is an essential component of measuring the success of EHS programs. These statistics allow Memorial to identify possible risks and provide context for data driven decision making. Reporting of incidents at Memorial is completed via direct entry into Memorial's Incident Management System (MIMS), the MUN Safe application, E-Alert website or via paper incident report. This data is compiled and analyzed to provide Memorial with context to the current risks to the safety climate of the university.



# ACCIDENT & NEAR MISS REPORTING

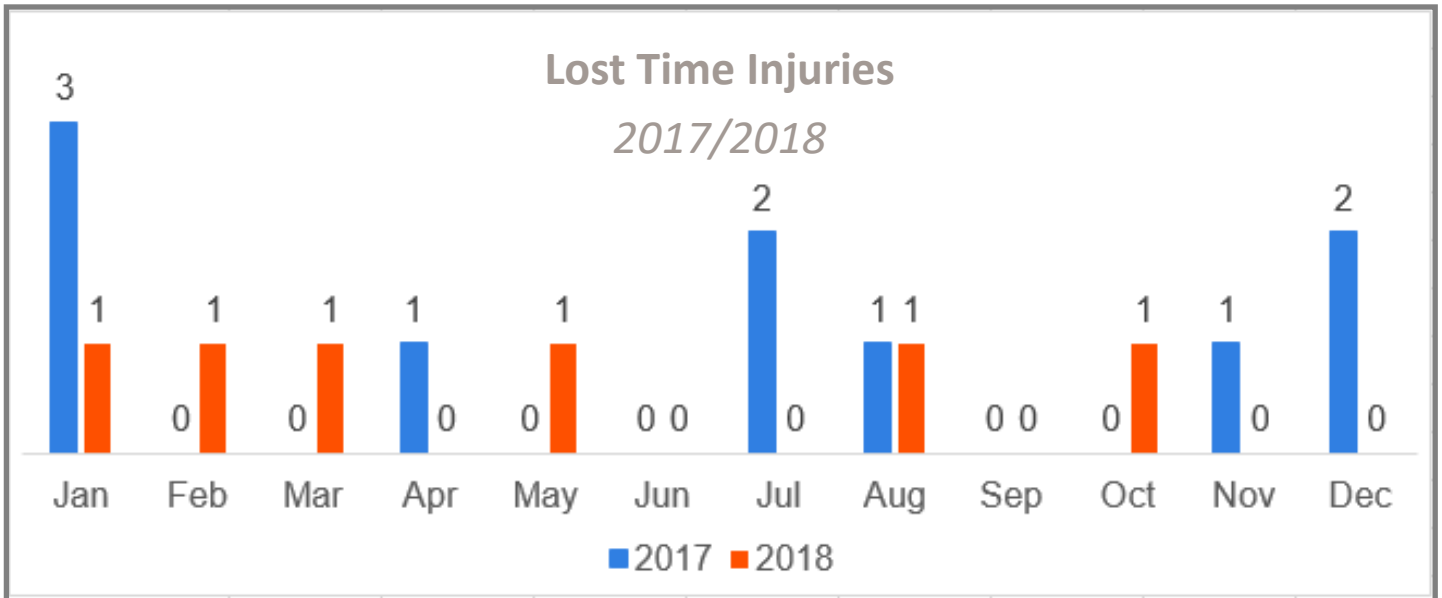
Hazard observations are reported and submitted by the university community through the MUN Safe App and E-Alert reporting method. These reports are escalated to incidents and non-compliances in the MIMS system, and are followed up by various Memorial departments as required. The OCRO has continued to prompt the importance of reporting, and there has been a 35 per cent increase in reporting of hazard observations from the university community.



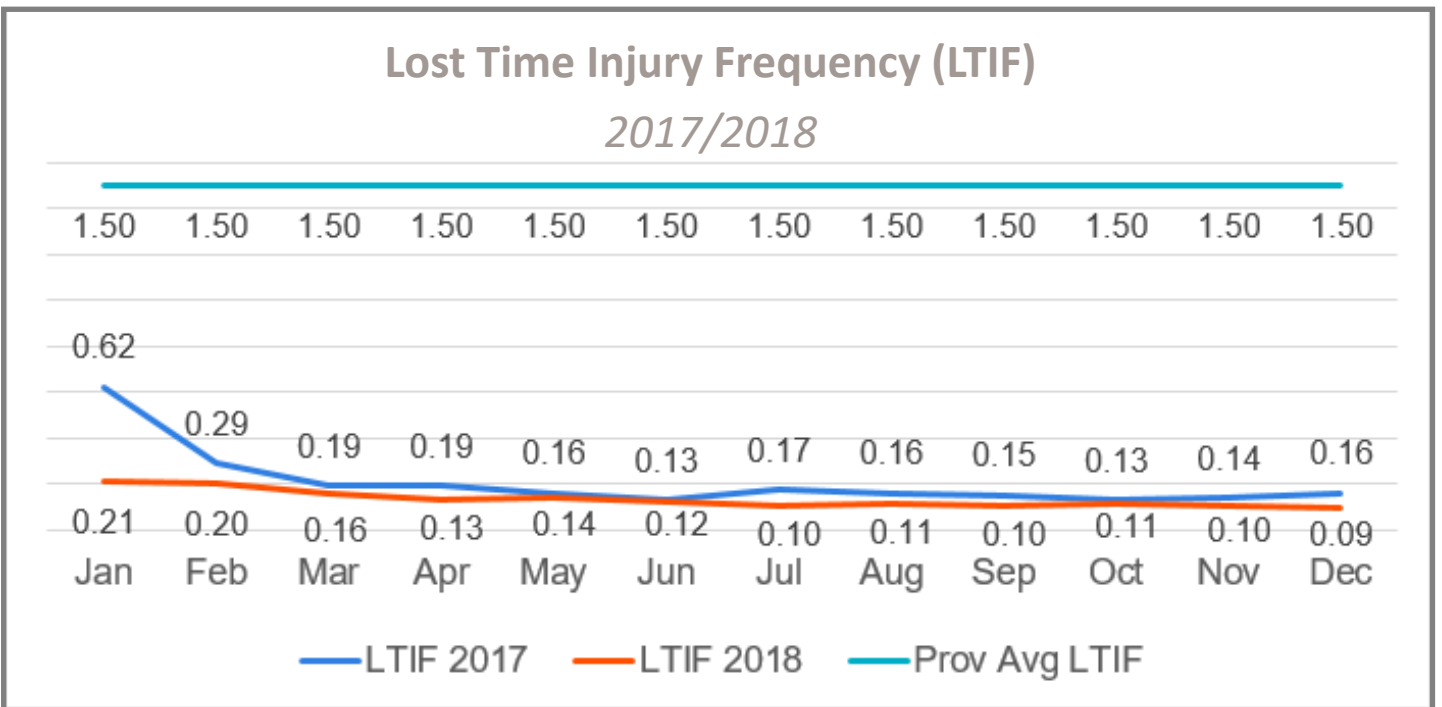


# LOST TIME INJURIES

A lost time injury (LTI) is a disabling injury preventing the injured person from being able to report for their next regular shift. LTI statistics provide a key insight into Memorial's safety climate.



Memorial has adopted Occupational Safety and Health Administration's (OSHA) standard to calculate Lost Time Injury Frequency (LTIF) rate. Memorial's LTIF rate for 2018 remains lower than the provincial average and Memorial's 2017 rates.



# SAFETY CLIMATE ASSESSMENT

In 2017, the SafetyNet Centre for Occupational Health and Safety Research at Memorial was commissioned to complete a safety climate assessment. This was a follow up to the 2013 report completed by an external agency. The findings of this study were released in 2018 and were based on three types of input:

1. Results of a survey for Memorial University employees
2. Two rounds of focus groups
3. An examination of Memorial's Health and Safety documents

The survey consisted of 88 questions in four sections:

Part 1: workplace safety

Part 2: psychosocial work climate

Part 3: Memorial-specific questions to allow comparison with the findings of the 2013 report.

Part 4: demographic questions to pinpoint key characteristics of each respondent without identifying individuals

In the 2013 report, Memorial was assessed as Reactive (safety matters when an accident or incident occurs). The safety climate assessment followed a more scientific model and utilized NOSACQ-50 scores to determine Memorial is now assessed as Calculative (has systems in place to manage hazards). On some issues, Memorial is assessed as Proactive (has strategic health and safety processes to anticipate safety issues before they occur).

The improvement process will continue to implement the recommended report findings and complete further safety climate assessments at Memorial, on a regular basis.

# SAFETY CLIMATE ASSESSMENT RECOMENDATIONS

The Safety Climate Assessment report outlined recommendations to help Memorial increase its safety climate. These include:

1. The university's senior administration should seek to enhance the profile of OHS at the university.
2. EHS should continue to expand and enhance its training and educational activities; OHS module for new employee orientation should be retained and enhanced to become an essential component; develop training, orientation, and other educational programs should be developed and explicitly tailored to individual workplace contexts
3. EHS programs should take into consideration the different capacities and needs of different categories of employees in particular; faculty members; those employed at Memorial for ten years or more, students employed by the university, and employees working in colleges and the science building.
4. EHS should consider enhancing its efforts on the psychosocial dimension of OHS, training and communication activities, and services provided.
5. Consider enhanced collaboration with Memorial's HR offices
6. Consider increased services and support for WHS Committees including enhanced and context-sensitive training, and increased recognition of contributions.
7. Mechanisms to help committees communicate and collaborate with one another and with EHS

**The OCRO will work to implement these recommendations throughout 2019.**

# LABORATORY SAFETY

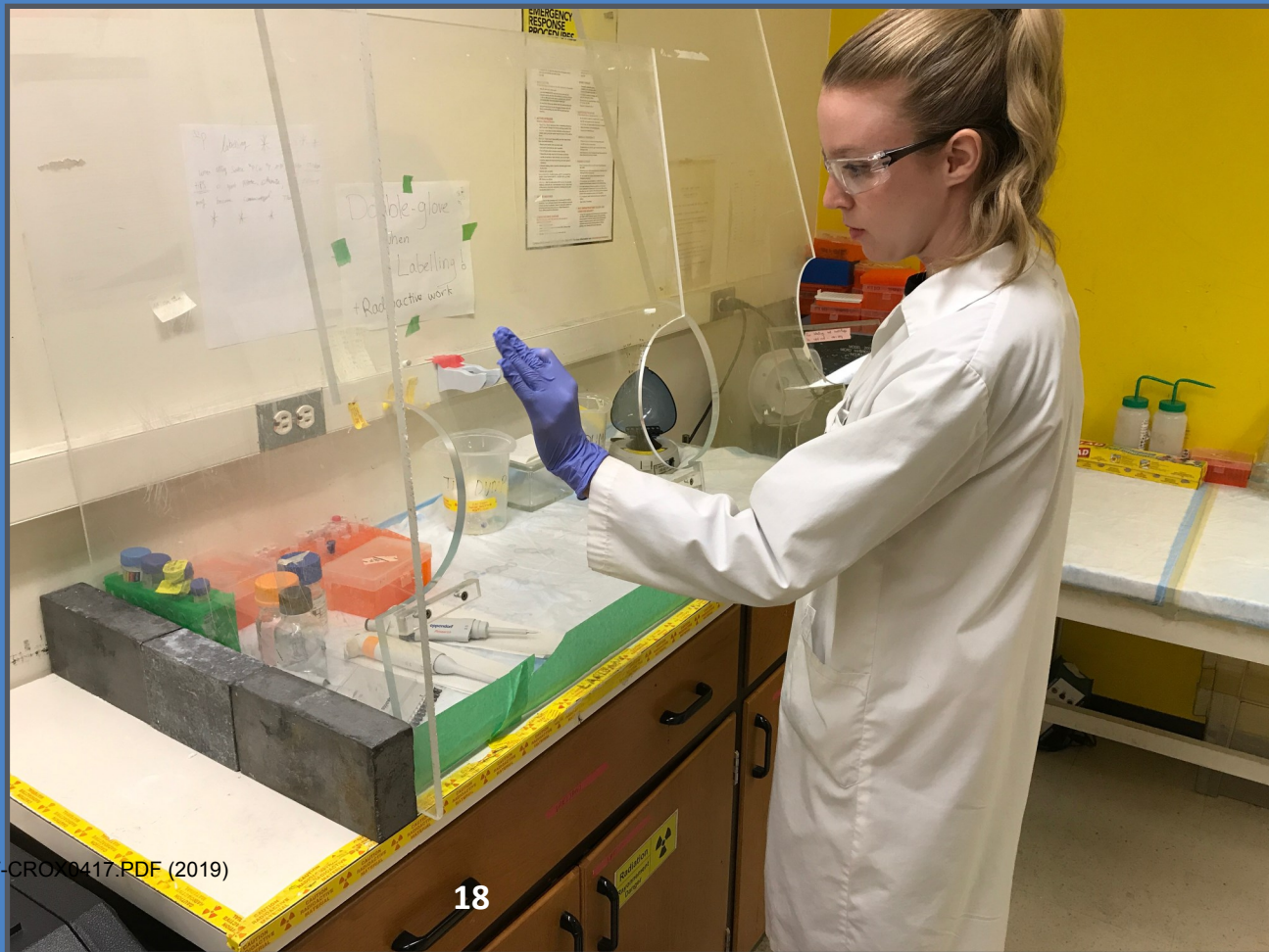
## BIOSAFETY

All work involving biohazards at Memorial is approved by the Institutional Biosafety Committee (IBC), which is comprised of subject matter experts from within the university. There were 63 active internal biosafety certificates at Memorial in 2018.

## RADIATION SAFETY

All work involving nuclear substances and radiation devices at Memorial is approved by the University Radiation Safety Committee (URSC). There were 28 active internal radioisotope user permits (RUP) and 18 registered x-ray emitting devices (XED) at Memorial in 2018.

In June 2018, Memorial was inspected by the Canadian Nuclear Safety Commission (CNSC). Memorial was found to be in full compliance with the Nuclear Safety and Control Act and associated regulations and all Nuclear Substances and Radiation Device (NSRD) license conditions.



# ACTIVE INTRUDER DRILL

Memorial University implemented its Active Intruder Procedure in 2012. Upon the launch of the procedure, and the corresponding educational video, the OCRO has carried out numerous educational sessions across all campuses of Memorial .

In August of 2018, Memorial conducted it's first active intruder drill in the Facilities Management Building. Memorial continuously works to prevent these kinds of incidents, while balancing preparedness for emergencies. The drill allowed building occupants to practice the procedure in a safe and fault-free environment. Building occupants were expected to participate in the drill, much like they would in a fire drill. They utilized the guidelines in the Active Intruder Procedure and the video to make a decision as to how to respond to the drill.

The drill was successfully completed, and participants aligned with the *Figure out, Get out and Hide out* messaging of the active intruder awareness program. Most participants evacuated from the building, and those that decided to *hide out* were not easily seen and did not draw attention to themselves. Feedback from the participants indicated people valued the opportunity to test out the procedure in real time, and that they feel better prepared for an active intruder incident on campus. The OCRO will continue to do drills throughout the university community.



# CEP TRAINING PROGRAM

Campus Enforcement and Patrol (CEP) officers respond to more than 25 calls for service each day. These range from routine access requests and medical emergencies to more serious incidents involving threatening and violent behaviours. Officers must be prepared to respond at all times and have the necessary skills to address the situations to which they are dispatched.

In 2018 the CEP office began the implementation of a holistic in-house training program for all CEP officers. All programs are recognized internationally and provide officers with certificates and/or designations.

The training program includes:

- A CEP specific Diversity Awareness program
- A Suicide Alertness program (SuicideTALK)
- First Aid, CPR and AED program
- Incident Command System (ICS100)
- Certified Protection Officer training
- Public Safety Telecommunicator training
- Advanced Security Training

In addition to the in-house training program, officers also availed of the following:

- Mental Health First Aid training
- Naloxone Administration training
- In-service presentation on Fentanyl Awareness delivered by Sgt. Geoffrey Green, RCMP Drugs and Organized Crime Section.
- Cannabis Legislation training

The CEP training program will continue to be implemented throughout 2019 and 2020.



# EVERYDAY HEROES

*Article written by: Rebecca Rebeiro, communications advisor with the Faculty of Medicine.*

*Photo: Rich Blenkinsopp*

CEP officers usually have pretty routine days, but one Tuesday in October was anything but ordinary for members of Memorial's security team.

Officer Sean Ford was performing his regular duties that morning, patrolling the south side of campus. Meanwhile, shift supervisor Terry Gilbert was leaving the Faculty of Medicine after picking up the mail and having a chat with the officer on duty, Robert Hayes. Just around the corner, parking officers Melanie Mullett and Adam Brookings were checking permits and writing up tickets.

That's when the unexpected happened.

"When the call came in, I looked at the officer on the other side of me and said, 'Did he just say a car rolled over?'" said Officer Ford.

On his way back to the CEP office, Officer Hayes looked out the atrium windows in the medical school building and saw a car veer off the road into the river next to Long Pond below.

In a few minutes, officers Hayes, Gilbert, Mullett, Brookings and Ford, along with Marsha Hackett, were on the scene.

"When we got there, we really had no idea what happened, other than the fact that the car was in the river," said Officer Ford. "We quickly realized the driver's feet were jammed under the pedals and that he wasn't coming out the driver's door, so two guys went down in the water to un-jam his feet and we got him out through the passenger side back door. It was then we realized he wasn't breathing."

Once they pulled the unresponsive man out of the car, Officer Ford started CPR. Another officer set up a face mask for him to go straight into rescue breaths.

By the third compression, paramedics had arrived and took over. Officer Ford, who has been with CEP for little over a year, thanks his recent first aid training session by a fellow officer for his quick response.

"Everything happened within nine-and-a-half minutes, from the car going into the water to when paramedics drove away. But it felt like an eternity. It's just lucky that everyone was where they were at the time," he said.

**Thanks to the officers' quick actions, the driver survived.**

*...Continued on page 22.*

When asked about his normal routine, Officer Ford reflects back to that Tuesday morning where he distinctly remembers thinking “this is going to be another slow day.” Usually, his day consists of access requests, general patrol and, more often than not, the classic “I got locked out of my office” calls.

“As far as universities go, Memorial is a very low-risk campus. And I guess it’s a good reflection on us because over the years we’ve done a good job of being a deterrent on campus,” said Officer Ford.

As the officers continue with their day-to-day operations, CEP’s assistant manager, Fred Rideout, believes the campus is “very fortunate to have dedicated and professional men and women who take pride in representing Memorial University.”





# COUNTER TERRORISM WORKSHOP

In April of 2018, five representatives from the Office of the Chief Risk Officer attended a Counter Terrorism Information Officer (CTIO) workshop hosted by the Royal Canadian Mounted Police, developed in partnership with the Canadian Association of Chiefs of Police. CTIO's are individuals that serve as the principal point of contact between their agency and the Royal Canadian Mounted Police National Security authorities.

The RCMP understands the importance of partnering with other first responders, such as Campus Enforcement and Patrol. The workshop provided the university with indicators and warnings to potential terrorist activity that might otherwise go unnoticed and unreported. The three-day workshop covered the following topics:

- First Responder Terrorism Awareness Program
- Overview of Canada's National Security Environment
- Terrorism Awareness
- Right Wing Extremism
- Critical Infrastructure
- Cyber Awareness
- Case Study- Projects "Osage" and "Smooth"
- History of Islam/Jihadist Ideology/Radicalization
- Current Trends

# 2018 EMERGENCIES

Memorial's Emergency Management program was initially developed and implemented in 2012. The program is based on the four pillars of emergency management – preparedness, prevention, response and recovery. Memorial University faced several planned and unplanned activations of its Emergency Management Plan during 2018. Significant lessons were learned from these events including an appreciation for a maturing Emergency Operations Centre (EOC) structure and the communication and decision making role it serves.

## **Unplanned loss of power to the Queen Elizabeth II data centre:**

This event resulted in hard crash of servers and required a massive restoration of data. The EOC allowed quick assessment of the situation and resources to be deployed to a business unit in need.

## **Network outage**

This outage impacted phone, Wi-Fi and network access on campus. The immediate cause of the outage was a switch failure in a closet in the Arts and Administration Building. Response to the event was coordinated under the EOC principles.

## **Electrical Upgrades**

The third EOC in 2018 demonstrates the value of the EOC model. The EOC was engaged proactively as a communication and decision making tool for a planned 37-hour power outage that affected the St. John's campus. This was a major undertaking on a campus with aging infrastructure to allow for electrical upgrades. Considerations included the research intense environment and two major data centres that would be affected during this outage. The EOC was on standby for the affected weekend and was called into action when complications arose that risked the stability of power to one of the major data centres. The EOC identified possible impacted departments, facilitated project decisions, and ensured plans were in place for the unexpected as the project progressed throughout the week.

# ENTERPRISE RISK MANAGEMENT

## ERM COMMITTEE

The Enterprise Risk Management (ERM) Committee met nine times during 2018. This group serves as a strategic oversight committee to the Vice-Presidents Council (VPC) on matters pertaining to risk at Memorial University.

The ERM Committee reviews and endorses risk related material for submission to the VPC, and ultimately to the Board of Regents. In addition to strategic risk management, the ERM Committee uses a risk based approach to make recommendations to VPC with respect to allocation of the Campus Renewal Fee and approval of essential university systems such as the Health and Safety Management System manual and elements.



# INSURANCE

## RMS PROPERTY AND LIABILITY INSPECTIONS

As part of Memorial's participation in the Canadian Universities Reciprocal Insurance Exchange (CURIE) there are annual inspections of the campuses. These serve to highlight risk from both property and liability perspectives. Over the past three years, Memorial has worked diligently using a risk based approach to address the outstanding recommendations highlighted in these inspections. Memorial increased its recommendation completion rate from 2017 to 2018 by 11 per cent, which placed Memorial above the national average when compared to similar sized universities. The goal for 2019 is to continue this upward trend of a high completion rate and become a leader among Canadian universities.

| <b>Group</b>             | <b>2018</b> | <b>2017</b> | <b>2016</b> |
|--------------------------|-------------|-------------|-------------|
| Memorial Completion Rate | 88%         | 76%         | 68%         |
| Group Completion Rate    | 87%         | 85%         | 78%         |

## INSURANCE

The OCRO manages the university's insurance program, including:

- \$3 billion insured property and contents.
- \$2 million annual premium cost.
- 15 insurance policies managed by ERM.
- 1500 inquires handled by ERM annually.
- 150 + insured Memorial vehicles.

# OUR TEAM

## OFFICE OF THE CHIEF RISK OFFICER

**Kristopher Parsons**, Chief Risk Officer

**Mary Beth Delaney**, Manager of Strategic Planning and Operations

## ENTERPRISE RISK MANAGEMENT

**Dave Janes**, Coordinator, Risk & Insurance

**Kendra Picco**, Senior Risk Analyst

**Ann Marie Pickup**, Senior Risk Analyst

## ENVIRONMENTAL, HEALTH & SAFETY

**Barbara Battcock**, Associate Director

**Mark Bailey**, Coordinator, Field Services

**Jon Collins**, Advisor

**Darrell Gosse**, Advisor

**Dr. Rod Hobbs**, Radiation & Biosafety Control Officer

**Cindy O'Driscoll**, Admin Staff Specialist I

**Pat St. Croix**, Advisor

**Kelly Taylor**, Industrial Hygienist

**Kendra Whelan**, Coordinator, Chemical Management and Assurance

**Mike Yetman**, Advisor

## CAMPUS ENFORCEMENT & PATROL

**Karen Alexander**, Associate Director \*Retired

**Helen Bennett**, Secretary

**Marsha McEvoy**, Parking Office Clerk

**Lisa Cook**, Admin Staff Specialist I

**Fred Rideout**, Assistant Manager

**Holly Tobin**, Emergency Management Analyst

**Adam Brookings**, Officer

**Alex Tucker**, Officer

**Allyssa McCarthy**, Officer

**Ashlee Boyd**, Officer

**Brian Bambrick**, Officer

**Claude Daniel Duval**, Officer

**Colin Lane**, Officer

**Corina Bartlett**, Officer

**Craig Stephenson**, Officer

**Dana Burry**, Officer

**Daniel Power**, Officer

**Darrin Kelly**, Officer

**Deborah Noseworthy**, Officer

**Dion Brushett**, Officer

**Francis Lockyer**, Officer

**Geoff Howse**, Officer

**Gerald Westcott**, Officer

**Gregory Kelsey**, Officer

**Jason Bennett**, Officer

**John Hatfield**, Officer

**Joseph Clancey**, Officer

**Kevin Howard**, Officer

**Leonard Mullins**, Officer

**Lynette Wells**, Officer

**Marsha Hackett**, Officer

**Matthew Peddle**, Officer

**Melanie Mullett**, Officer

**Michael Parrott**, Officer

**Mike Fewer**, Officer

**Nelson Peddle**, Officer

**Patrick Smith**, Officer

**Penny Kennedy**, Officer

**Robert Hayes**, Officer

**Robert Wall**, Officer

**Ryan Fifield**, Officer

**Ryan Simmons**, Officer

**Sean Bulger**, Officer

**Sean Ford**, Officer

**Terry Gilbert**, Officer

**Tim St. Croix**, Officer

**Wendy Murphy**, Officer

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