

OFFICE OF THE CHIEF RISK OFFICER
2017 Annual Report



CONTENT

1 MESSAGE FROM THE CRO

2 WHO WE ARE

3 MIMS

4 MUN SAFE

5 SAFETY

16 SECURITY

27 RISK

32 2018 GOALS

33 OUR TEAM

MESSAGE FROM THE CHIEF RISK OFFICER

The 2017 annual report for the Office of the Chief Risk Officer (OCRO) highlights the effectiveness of the Environmental Health and Safety (EHS), Campus Enforcement and Patrol (CEP), and Enterprise Risk Management (ERM) groups in advancing the safety, security and risk culture of the university.

The 2016/2017 fiscal year has seen continued strain on university resources and the OCRO is no different. This office has continued to strive for efficiency in resource allocations and program advancement.

Since establishing our office in 2013, the OCRO has continued to implement critical program elements to advance the health and safety of the university community. In 2017, this included further expansion of MUN Safe, maintaining a rigorous inspection program, holding annual emergency and fire drills with the university community, and developing and reporting on critical indicators on the university's safety culture. In 2018 the OCRO plans to implement a risk based approach to inspections, advance Memorial safety systems, implement a health and safety manual and elements, and complete a safety culture assessment of the university.

ERM remains an important part of the development of a safety culture and the proactive management of strategic risks. As a direct result of risk controls implemented in 2017, there has been a reduction in the cost of some insurance premiums of the university. The role of the ERM committee was expanded by the Vice Presidents Council (VPC). The committee will now implement a risk based approach to recommending the allocation of the Campus Renewal Fee to VPC. This risk based recommendation process will provide a systematic approach to decision making, which is in alignment with the risk tolerance of the university.

A key program element of the OCRO is ensuring the security of this university, through CEP. This group has implemented an safety and analytical tool - MIMS Mobile. This system allows officers to scan "check points". This information is used to re-design patrols using a risk based approach, and identify any issues. The group also began a new redesigned training program to be implemented throughout 2018. This training and all CEP initiatives throughout the upcoming year will focus on public engagement and officer professionalism.

I am pleased to present this report outlining our achievements in 2017, and the OCRO team looks forward to another successful year of program advancement.


Kristopher Parsons, Chief Risk Officer

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.

www.mun.ca/ocro

MISSION:

The OCRO works collaboratively with the 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.

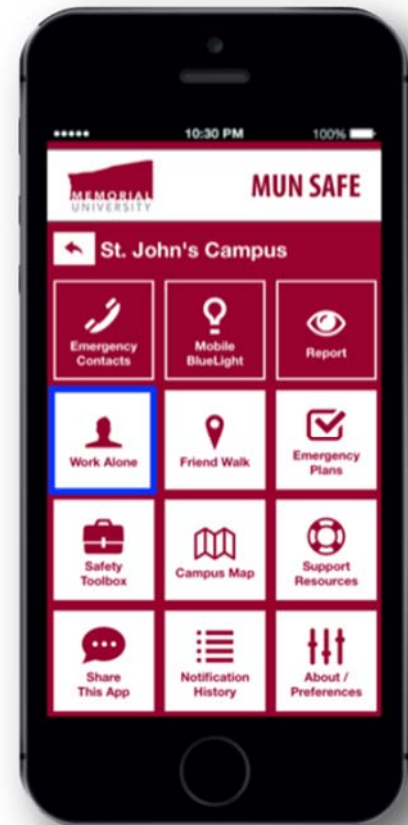
MUN SAFE

MUN Safe is Memorial’s official safety and emergency communications app. MUN Safe allows the university to effectively communicate when critical incidents affecting any Memorial University campus are occurring. In 2017, an expansion of the mass notification capabilities within MUN Safe occurred allowing for the addition of unified notifications. This tool allows for emergency notifications to be sent out over five different channels at the same time, increasing the efficiency of emergency communications and also expanding the messaging to include emergency plans. The five communications channels are push notifications, in-app alerts, email, Facebook and Twitter. Emergency communications via the app provides important information and instructions related to an incident and a final “all clear” when the incident has been resolved.

The MUN Safe application provides significant value beyond the time of an emergency. MUN Safe can be used to report a security concern, near miss/hazard report or an incident. The app also provides direct calling to CEP and 911 as well as immediate access to several university services including EHS, emergency management and student and employee support procedures.

MUN Safe was expanded in December 2017 to include a Work Alone feature. This new tool assists all workers, students, and supervisors to develop an effective working alone protocol. Once a user initiates a working alone session the app will automatically check in on the individual at the agreed upon time and issue a distress call to the user’s designated emergency contact or emergency services if the check in is not acknowledged.

Reports submitted through MUN Safe are reviewed by the OCRO and entered in Memorial’s Incident Management System (MIMS). This process ensures that the appropriate resource is allocated to the incident for follow-up.



MIMS



MIMS was implemented in 2014 and enhances the OCRO's ability to provide a safe, secure and healthy campus for all students, staff, faculty and visitors. In addition to the safety, security and risk divisions in the OCRO, MIMS is used by a number of university departments such as Student Life, Student Residences, Sexual Harassment Office, Conference Services, Workplace Health and Safety Committees and representatives from various departments for continuity plans.

MIMS primarily allows its stakeholders the ability to capture information on incidents occurring on campus that can range from accidents and near misses to thefts and assaults. It allows for consistent and accurate reporting and analytics and promotes sharing of information across multiple university departments. Members of the community are able to report safety and security concerns and incidents via eAlerts and the report function in the MUN Safe app, both of which link directly into MIMS.

In 2017, MIMS underwent its first major upgrade since its initial launch. The OCRO provided training to stakeholders to ensure they were well prepared for the upgrade which saw an interface change. The system administrator worked collaboratively with the vendor and Memorial's Information Technology Services (ITS) department to successfully implement the upgrade.

The system was also expanded to include the MIMS Mobile app. The app is innovative and provides increased functionality to CEP officers and other users on the ground when a computer is not accessible. The app allows officers to receive information regarding the calls they've been dispatched to on a smartphone, in addition to being able to create new incident reports while on patrol. The app now contains CEP's internal procedures.

Officers have always patrolled the sixty plus buildings on campus, but with the app they are now able to complete checkpoints. This provides accountability and allows CEP personnel to note any damages or infrastructure issues in the area. The checkpoints add an additional layer of safety for CEP officers who often work alone as the dispatcher is able to monitor the activity of the officer when they are completing checkpoints.

SAFETY

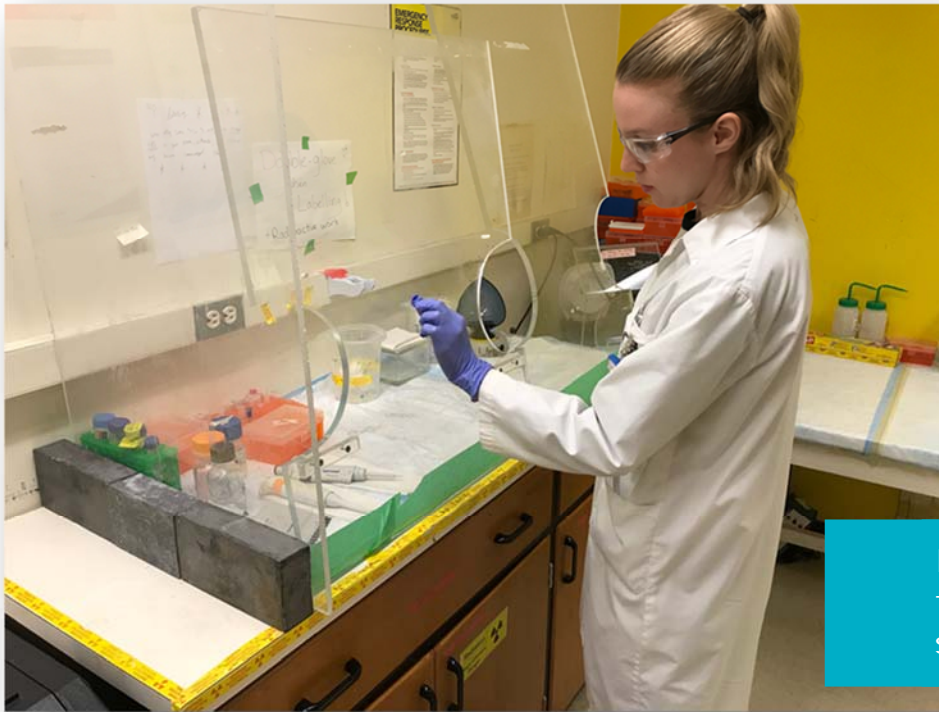
The Environmental Health and Safety (EHS) unit serves as a pan-university resource assisting all members to meet their obligation to provide a safe and healthy work, teaching and learning environment. The university has a legislative responsibility to ensure activities occurring on university property or while conducting university business adhere to applicable provincial and federal legislation as well as university programs. EHS advises the university community on a wide range of health and safety issues and undertakes a central role for the development and implementation of health and safety programs. EHS monitors the university's performance to identify opportunities for continued improvement and provide members of the university community with the information and skills needed to carry out their work and studies safely.



LABORATORY SAFETY

Memorial's total research income is approximately \$100 million annually. A significant portion of this income is the result of laboratory activities involving chemical, biosafety, radiation, x-ray and laser hazards. EHS manages the implementation of the overarching health and safety programs developed to mitigate risk to an acceptable level and ensure a safe and healthy work, teaching and learning environment.

In November, the university's Nuclear Substances and Radiation Devices license with the Canadian Nuclear Safety Commission was successfully renewed for another five (5) year term. The license renewal involved a complete review of Memorial's Radiation Safety Management System components, including the Radiation Safety Manual and all Radiation Safety Operating procedures, as well as all internal (administrative) radiation safety-specific processes and procedures.

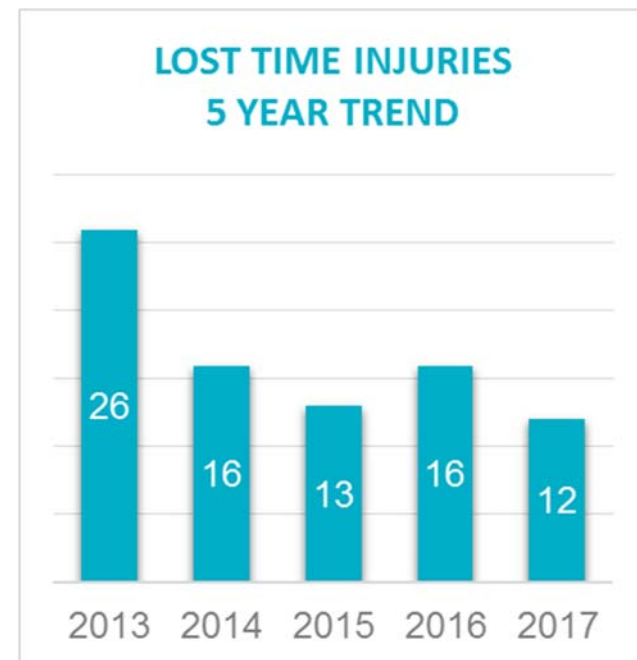


In 2017, EHS conducted a total of 304 laboratory safety inspections. A total of 63 internal biosafety certificates and 28 internal radioisotope user permits were active at Memorial. With a baseline established, 2018 will see the introduction of a new risk based approach to the laboratory safety inspection regime. EHS representatives will focus efforts on areas classified as higher risk based on defined criteria and using the university's approved risk framework. Lower risk labs will be inspected on a less frequent basis.

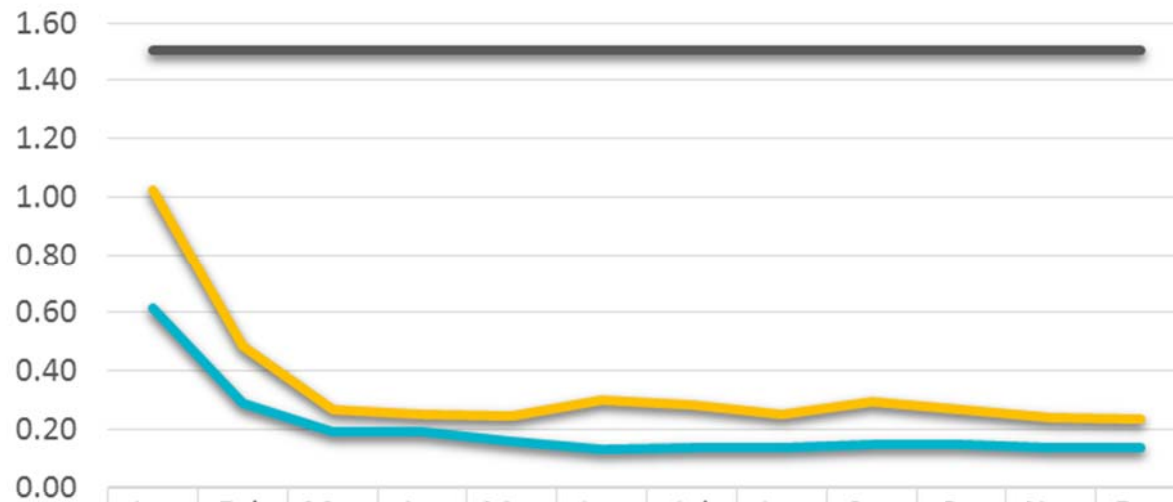
In 2017, EHS conducted a total of 304 laboratory safety inspections.

LOST TIME INJURIES

A Lost Time Injury (LTI) occurs when a worker suffers a work-related injury or disease which results in them being off work past the day of accident, results in loss of wages/earnings or a permanent disability or impairment (WorkplaceNL). Memorial has adopted Occupational Safety and Health Administration's (OSHA) standards to calculate the Lost Time Injury Frequency (LTIF) rate. This rate quantifies the number of LTIs per 200,000 hours worked on a monthly basis. Memorial's LTIs have decreased significantly since 2013 with a 25% decrease from 2016 to 2017. This in turn has had a positive effect on the university's LTIF rate which is currently 87% lower than the provincial LTIF rate of 1.5.



LOST TIME INJURY FREQUENCY (LTIF) 2016-2017



	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
— LTIF 2016	1.03	0.49	0.27	0.25	0.25	0.30	0.28	0.25	0.29	0.27	0.24	0.24
— LTIF 2017	0.62	0.29	0.19	0.19	0.16	0.13	0.14	0.14	0.15	0.15	0.14	0.14
— Provincial LTIF	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5	1.5

WATER QUALITY ON CAMPUS

EHS continues to work with the Campus Drinking Water Committee and Facilities Management (FM) to monitor drinking water quality to ensure that wholesome drinking water is available to the university community. At the St. John's campus, the drinking water in each building serviced by a public drinking water system is tested for standard metals including lead on an annual basis. Sampling is conducted at unfiltered water stations to determine the water quality.

102 water samples were collected from 53 locations, throughout 36 buildings on campus in 2017. There were five locations which produced elevated concentrations of lead and these were investigated by FM and EHS so that corrective measures could be implemented. Actions taken included additional sampling, removal of one location from operation and the installation of lead filters.

Testing results to date continue to indicate lead in drinking water is a potential issue on campus. While locations with high results are now being managed, a long-term solution is providing more readily accessible chilled and filtered drinking water stations on campus. As a result of sampling and analysis, plans for 2018 include the installation of nine new stations at various locations on campus including the student residences.



A total of 102 water samples were taken from 53 locations, throughout 36 buildings

CONTRACTOR SAFETY MANAGEMENT

Contractor safety management (CSM) is a service provided by EHS to all Memorial stakeholders tasked with retaining contractors to perform work on behalf of the university. The CSM procedure establishes the requirements for the administration and monitoring of contractor health and safety programs and activities at Memorial. These measures ensure that contractors understand their collective responsibility with respect to the NL Occupational Health & Safety Act and Regulations and Memorial policy. The stringent measures taken by the university in its engagement of contractors are required as per the duties of a principal contractor in legislation and ensures a reasonable level of workplace safety. In 2017, EHS was involved in 186 individual construction projects which involved conducting 636 inspections identifying 822 non-compliances. Several improvements were made to the contractor safety management program including a revised contractor safety management procedure and the introduction of an online contractor safety orientation course.

Memorial is home to one of the largest construction projects being constructed in the metro St. John's area. The Core Science Facility (CSF) has a total gross floor area of 480,000 ft². EHS provides health and safety services to the

Project Management Office team to ensure Memorial's due diligence as a principal contractor is met. Since the start of the project, EHS has reviewed and approved health and safety processes at the CSF site and currently performs inspections, audits and documentation approval in an effort to ensure contractor compliance with required NL OHS legislation.

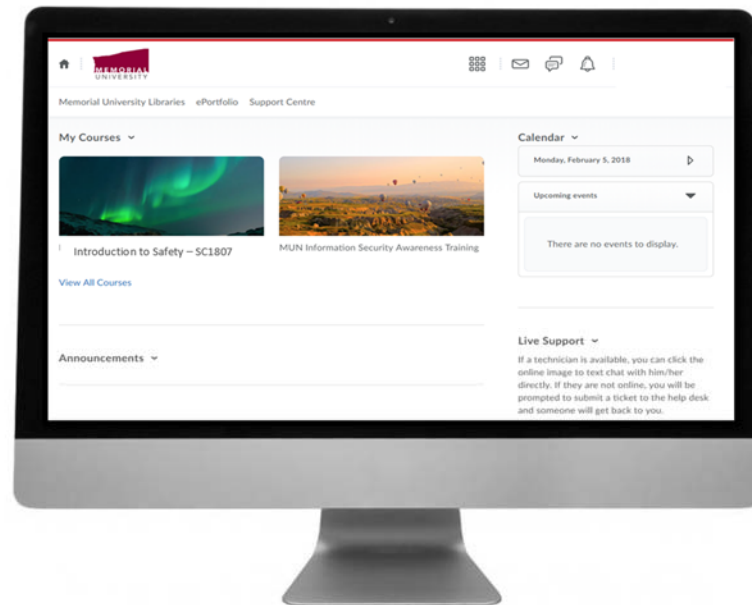
In addition to the CSF, Memorial is also nearing completion of its first year of construction of the new Animal Resource Center. This project receives similar oversight from the EHS team.



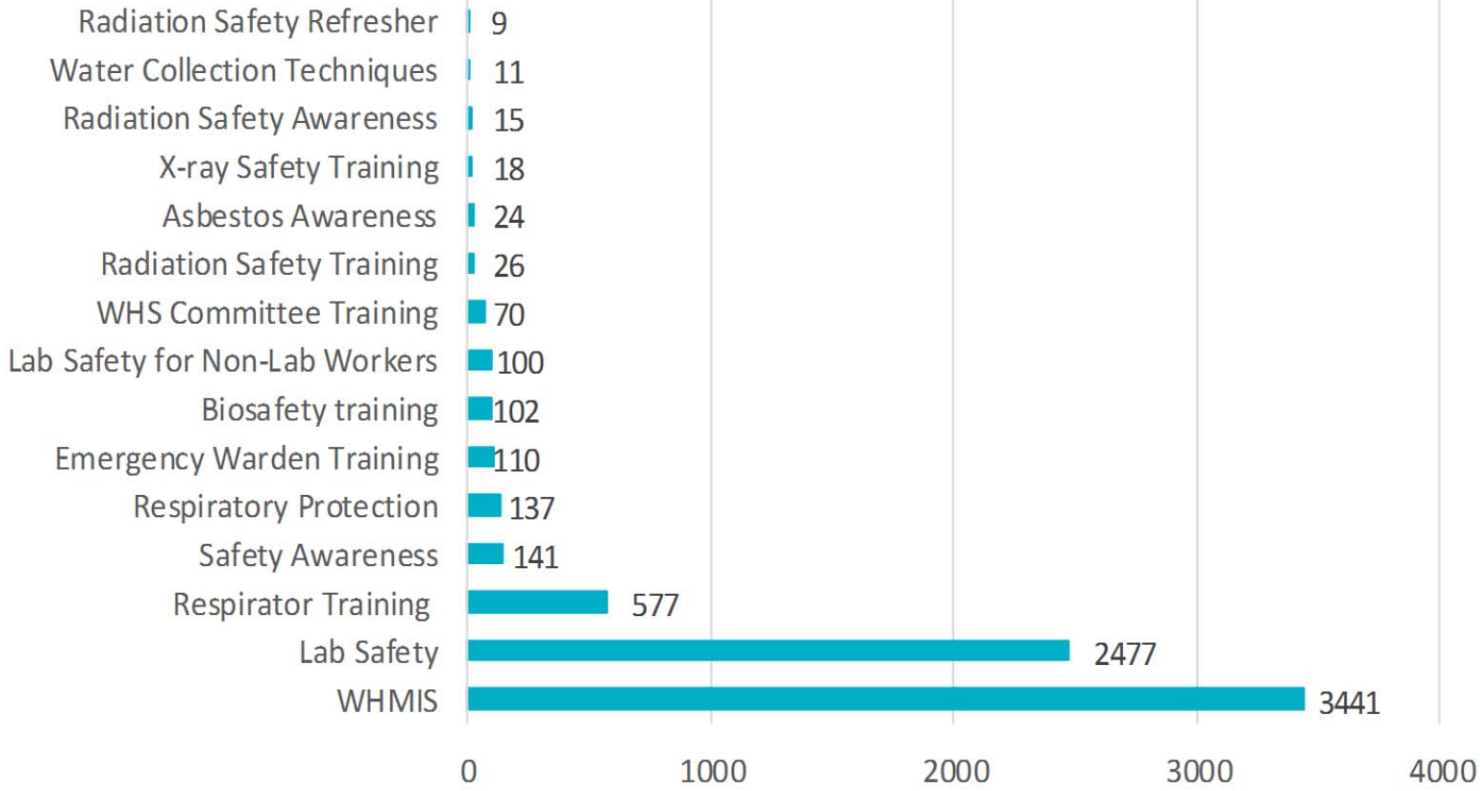
TRAINING

Memorial has a legislative responsibility to ensure that faculty, staff, students and contractors are aware of the hazards and potential risks they may be exposed to during the course of their work/study, as well as the controls in place to mitigate risk. To aid in this requirement, EHS offers numerous in-class and online health and safety courses. In 2017, a total of 7,258 faculty, staff and students participated in various training courses.

The OCRO and Department of Human Resources (HR) collaborated this past year to ensure new hires are aware of Memorial's health and safety programs. The employee health and safety handbook is now incorporated into HR's new onboarding program. Another initiative of the OCRO focused on providing students with a high level overview of health and safety at Memorial. Modifications to the existing SC1807 course enabled the OCRO to communicate with approximately 3,500 students. The overview introduces students to the services offered by the OCRO, provides information on importance of everyone being responsible for safety and provides details on how incidents and concerns can be reported via MIMS and MUN Safe.



HEALTH AND SAFETY TRAINING



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.

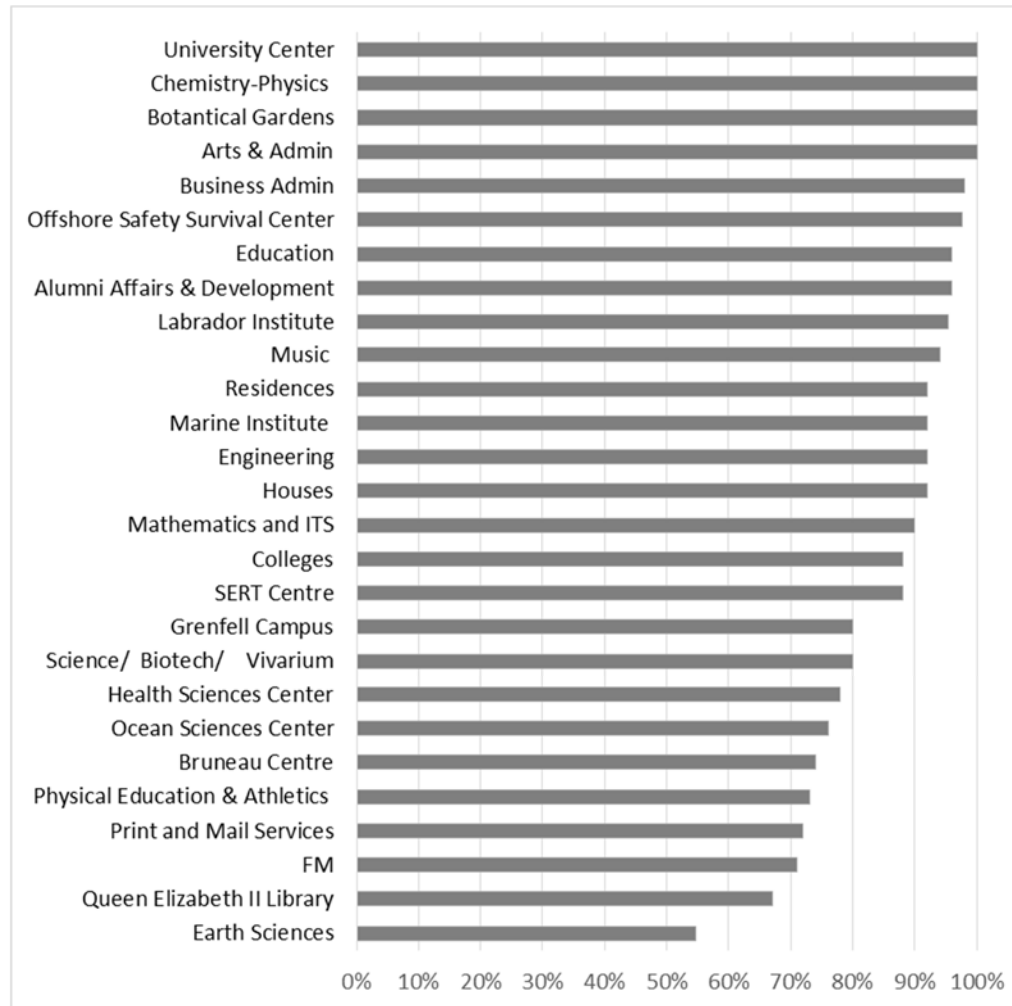
EHS offers in-house training for WHS committee members to ensure they are aware of their responsibilities and are up-to-date with legislation changes.

During North American Occupational Safety and Health (NAOSH) Week 2017, the University Health and Safety Committee (UHSC) recognized the important role WHS committees play in developing the health and safety culture in the workplace by hosting a reception in their honor.



The goal of 2018 is to invite the most senior position, also referred to as the Designated Authority (DA) or delegate, in each workplace to participate as the employer co-chair on the committee.

2017 WHS Committee Audit Highlights



EMERGENCY DRILLS

Fostering an environment of enhanced levels of situational awareness and emergency preparedness, the OCRO facilitated active intruder discussion exercises and emergency evacuation drills in 2017. The intent of emergency evacuation drills is to ensure Memorial can demonstrate its occupant's ability to evacuate a building in a safe, orderly and timely manner.

The OCRO, in coordination with Facilities Management and building emergency wardens, facilitated the safe evacuation of 44 buildings. The 15 residences that are home to more than 2,000 students were included in the program. Observers were placed strategically in each building and evaluated the overall performance of each evacuation and identified opportunities for improvement (OFI) in order to increase the university's emergency readiness. One key OFI identified was the need for upgrades to several fire alarm systems to ensure the audible alarms are adequate.

The average evacuation time was satisfactory at four minutes and 20 seconds. Workplaces with struggling emergency warden composition were given additional attention in the form of post evacuation meetings focused on continuous improvement and recruitment. This stakeholder engagement proved beneficial as 64 participants completed Emergency Warden Training sessions, offered by the OCRO, after the emergency drills were completed.

In 2018, the emergency drills program will be expanded to include active intruder drills.





CEP is a division of the OCRO which provides security and emergency management services to the university community. Services provided include incident response and management, public outreach and education, parking administration and enforcement, emergency management and security/threat assessments.

Since the development of the OCRO in 2013, CEP has undergone changes to ensure it is a leader in the field of security and emergency preparedness.

Three major reviews of CEP have been undertaken in that time. One reviewed the operations of CEP as a whole, the second examined the Communications Control Centre, and the third looked specifically at the parking program. These reviews highlighted the need for streamlining the CEP management staffing model, investment and upgrades to technology, development of a training plan, highlighting the importance of customer service and finding efficiencies in operational processes.

In 2017, CEP worked towards several new initiatives that supported the overall mission of the OCRO and implemented recommendations from the reviews.

MIMS mobile requires officers to complete 3,490 checkpoints every week.

CEP TRAINING



Campus Enforcement and Patrol (CEP) officers respond to more than 25 calls for service each day. They 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. This requires extensive training for our officers.

In 2017 a new orientation program for officers was developed that included a six hour classroom-based training program, in addition to 70 hours of job shadowing. The classroom training covered topics such as the vision, mission and values of the university, the student and employee profile, the structure of the OCRO, roles and responsibilities of CEP, procedures, and technical training with MIMS and MUN Safe.

In 2017 CEP also appointed a new training officer from within the current CEP officers. The training officer completed a detailed training program gap analysis. The training plan is under development for implementation in 2018.

CEP Dispatchers will receive the Public Safety Telecommunicator certification, and the patrol officers will receive the Certified Protection Officer certification. Additional training topics include diversity, suicide awareness, and first aid.

CEP will initiate community engagement during the finalization of this training plan with multiple university departments including the Aboriginal Resource Office, Internationalization Centre, Human Resources, Faculty of Medicine and Residence Life.

SECURITY ASSESSMENTS

In 2017, CEP adopted the Law Enforcement Security Assessment guide developed by the American Crime Prevention Institute. In addition to providing a template for security assessments, the guide provides information on:

- Identifying risks;
- Identifying security-related vulnerabilities or deficiencies;
- Determining the level or nature of protection needed; and
- Making recommendations for security-related improvement.

Security assessments were completed on behalf of the Faculty of Business Administration, Alumni Affairs and Development, Childcare Centre, and The Battery.

In addition to the departmentally requested assessments, CEP conducted an assessment on each building and satellite site in the metro area in order to best allocate resources for patrols. The assessment categorized each building/area as low, moderate or high risk. The ratings were guided by the number of cameras, alarm systems, door access, frequency of incidents, and the contents of the building (i.e. labs, research, high profile staff/faculty, etc). These assessment results allowed management to program the patrol requirements into our MIMS Mobile app; providing staff with an accountability tool which is monitored by management via statistical data collection.

EMERGING RISK - OPIOIDS

The emerging opioid crisis in Canada has heightened the need for additional training and vigilance in this province. The university has been fortunate that there have been no reported cases of opioid use on campus, however, there is a known presence of other drugs such as cannabis, with a total of 61 drug related incidents in 2017.

Memorial's CEP Officers have completed training to administer naloxone, which has gained mainstream recognition as it relates to fentanyl overdoses. The training was provided by the Canadian Police Knowledge Network. Officers have also received in-class training from the Drugs and Organized Crime Awareness Coordinator with the Royal Canadian Mounted Police. This training covered additional information on opioids, such as identifying the drug and safe handling.

As naloxone blocks or reverses the effects of opioid medication once administered, it is important for CEP officers to be equipped and trained in this area to the same standard as our local police force.

Officers on duty equip themselves with a kit containing two doses of naloxone and gloves. These kits are the same as the ones used by the RNC and the RCMP. If a situation ever arose requiring the use of these kits, Memorial's CEP officers would also rely on the support of local emergency responders.



COMMUNICATIONS CONTROL CENTRE

The CEP Communications Control Centre (CCC) provides central emergency response coordination for the St. John's campus and satellite sites within the metro area.

In July 2016, the OCRO completed an operational review of the dispatch program. The following five focus areas were reviewed and where required, program gaps identified:

- Human resource composition and competency requirements
- Roles and responsibilities/procedural direction
- Physical space
- Training
- Technical requirements including phone systems, emergency notification methods, cameras, alarms, etc.

By 2017, some of the gaps had been addressed, while those remaining were assessed using the university's board approved risk framework. One very high risk and 19 high risk items remain. As per the risk framework, high risks require rapid attention and development of effective controls, while very high risks require immediate attention and control development. The following items have been identified by the OCRO as risk controls for the CCC.

- Upgrade or replacement of the St. John's Campus camera surveillance system.
- Upgrade or replacement to the building alarm system software and receiver.
- Upgrade or the replacement of communication recording software for radio and phone systems.
- Obtain a new space that meets the ergonomic and technological requirements of the CCC.

This year, the OCRO worked with Technical Services and ITS to develop a Request for Information document. This document will allow the OCRO to gain a thorough understanding of the technological requirements, and resources required to mitigate the identified risks.



PARKING


CEP is responsible for administering the parking program at Memorial University. The staff assigned to the parking program issues permits for staff, faculty, students and visitors, which involves determining space allocations in the parking lots on campus and processing payment for such, enforcing parking regulations, collating parking tickets, addressing complaints, reviewing parking regulations and making recommendations on efficiencies and opportunities for improvement.



The university is faced with a unique challenge in that we continue to grow, both in numbers of people and buildings, but because the St. John's Campus is surrounded by the City of St. John's/Pippy Park, we are limited in our ability to add parking spaces. The parking program's priority is to ensure the needs of the campus are met in the most effective way possible.

In 2017, CEP introduced a mobile parking payment app. Parking customers on campus, mostly students, who had not been able to obtain a permit previously had two options available for parking – metered parking or pay and display parking. Both options required cash on hand, which in today's world is a rarity. It also meant that if a person was delayed while on campus their time would run out. The only solution being to return to the parking lot to top up the time. Not having cash on hand, or having the time expire, can result in parking tickets. As meters and pay and display devices are mechanical in nature, they are also prone to breaking down. In the event of a mechanical failure the university could not collect payment from customers or issue tickets, which results in lost revenue.

The Passport app now allows our customers the ability to pay for parking via a mobile device. They can pay by credit card directly through the app or opt to load money on their account by visiting the CEP office and paying via debit or cash. The app allows the customer to monitor their session, extend time remotely, view payment history, and receive email receipts.

<p>2,861</p> <p>Permit parking spaces on the St. John's Campus</p>	<p>27,933</p> <p>Parking tickets issued in 2017</p>	<p>22</p> <p>Pay-per-use parking zones</p>
<p>25,000+</p> <p>Times Passport app has been used since launch</p>		<p>680</p>
 <p>600</p> <p>Passport spaces available</p>	<p>P</p> <p>16,856</p> <p>Permits issued in 2017</p>	<p>Pay-per-use parking spaces on the St. John's Campus</p>

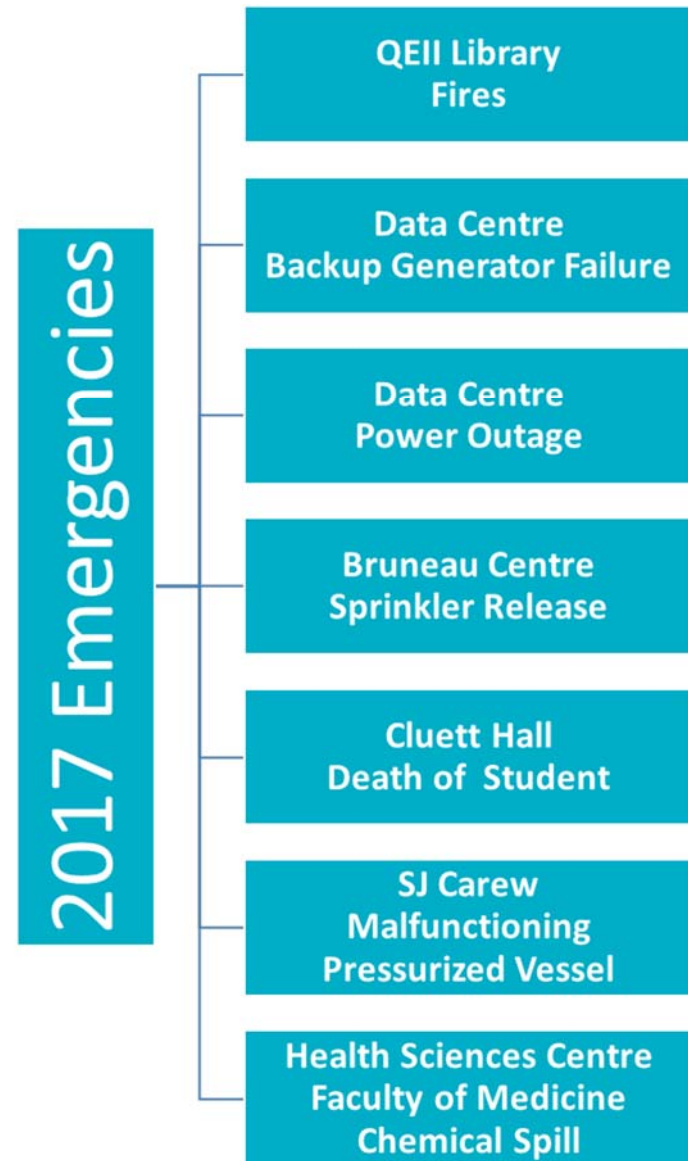
EMERGENCY MANAGEMENT

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. In 2016, the plan was reviewed and changes made to incorporate new and innovative best practices, such as adopting the full incident command system response model. This year we reaped the benefits of having a solid plan that was well-implemented when we were required to respond to multiple serious emergencies on the St. John’s Campus.

The response pillar of the plan provided a framework for the 11 day response to fires that were intentionally set in the Queen Elizabeth II Library, which overlapped with a generator failure in the Henrietta Harvey Building.

The QEII Library is one of the busiest buildings on campus, with approximately 4,000 patrons per day. The building itself is valued at \$80 million. The contents and infrastructure within the building are valued at approximately \$12 million and the library holdings (books, journals, etc.) are valued at an additional \$493 million. This figure does not include the archives and special collections that are home to invaluable historical and cultural artifacts. These items are rare, irreplaceable and uninsurable. Fire or water damage from sprinklers would be catastrophic.

As with any emergency response, opportunities for improvement are noted. During the QEII fires it was evident there was



insufficient camera coverage within the Library, and without a proper video management system, the process of reviewing recorded footage was tedious and required several days of work from multiple employees from CEP and ITS .

During the same time as the QEII fires, the Data Centre backup generator was tested and failed which is housed in the Henrietta Harvey building. If a power outage occurred while the backup generator was not operational, the university would face serious operational disruptions with the failure of it's IT infrastructure.

A six minute outage occurred on January 12 and due to the high risk to the university's IT infrastructure, an emergency was declared. The Incident Command System was utilized during the incident and allowed for efficient coordination of all departments involved. The Incident Command System is a universal system used by first responders to ensure a standardized and consistent approach to emergency response. Feedback after the incident showed the roles of Planning, Operations, Logistics and Finance were followed and created clear expectations from all involved. The Emergency Management Plan provided the much needed framework and organizational structure to be able to effectively respond to simultaneous complex emergencies and coordinate the actions of multiple departments and stakeholders.

In July of 2017, the plan was once again enacted, and proven to be effective, with a response to a malfunctioning pressurized hydrothermal reactor in the S.J. Carew Building. In this instance, Memorial University worked closely with the Royal Newfoundland Constabulary and St. John's Regional Fire Department to respond to the incident. Roles and responsibilities were clear and language was understood across all organizations and within internal departments. The incident involved coordinating the activities of CEP, EHS, Faculty of Engineering, Student Life, and Marketing and Communications.

The type of emergencies occurring at Memorial are constantly evolving and more complex than ever. They require an emergency management framework that can help the university effectively prepare, prevent, respond and recover.

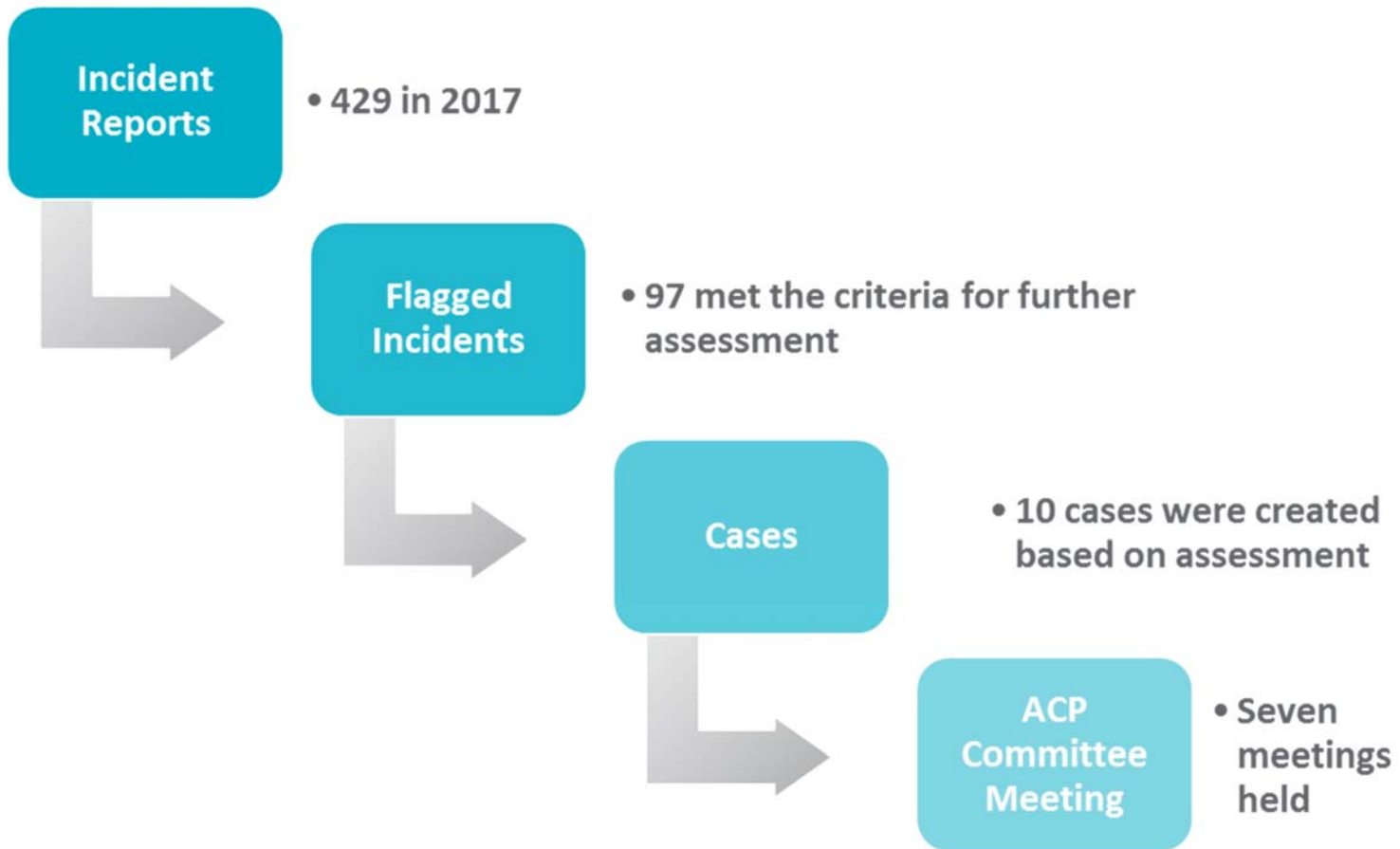
ASSESSMENT & CARE PROTOCOL

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.

Staff within the OCRO are appointed as the chair and coordinator for the protocol. They are responsible for ensuring the protocol is implemented, monitoring behavioral incidents on campus on a daily basis and identifying escalating behaviours.

MIMS has streamlined the process of monitoring incidents as the departments that typically deal with behavioral incidents report all the occurrences through MIMS. In addition, members of the campus community who do not have an account are able to report via eAlert or the MUN Safe app. The coordinator can then see all incidents within MIMS.

In 2017, 429 behavioral incidents were reported via MIMS. Of those 429 incident reports, 97 were flagged for further assessment. Incidents are flagged when there are escalating reoccurrences involving the same person or if an individual incident is serious in nature. Once further assessment was done 10 cases were created. Three of the cases were assessed to be low risk and did not need ACP intervention. Individual departments continued to support the individual of concern and did not need ACP intervention. Seven of the cases were escalated to the committee and resulted in meetings to coordinate supports from the multiple departments involved.

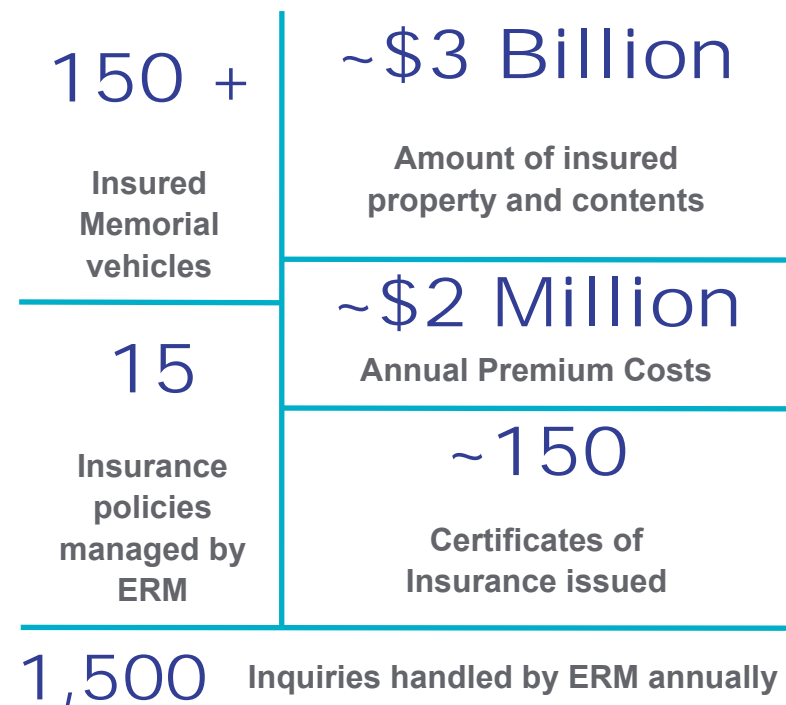


ENTERPRISE RISK MANAGEMENT

Enterprise Risk Management (ERM) strives to be a valuable resource for academic, research and administrative units across Memorial to assist in the achievement of their goals. This is accomplished through enhancing Memorial’s risk culture by helping mitigate the negative side of risk, while capitalizing on opportunities.

Main Priorities

- Development and implementation of ERM Framework
- Specialized risk assessments
- Assistance with event planning
- Contract review (insurance requirements)
- Claims management
- Developing loss control strategies
- Providing proof of insurance coverage
- Liaison with insurance companies, brokers and adjusters
- Student event risk management
- Assist in the development of liability waivers



ENTERPRISE RISK MANAGEMENT COMMITTEE

The Enterprise Risk Management Committee (ERMC) serves as a strategic oversight committee to VPC with the purpose of providing oversight, management and implementation of the ERM program and framework. The committee works to ensure the establishment of a proactive risk culture throughout the university, and advise VPC on risks which may hinder achievement of Memorial's strategic goals or exceed the university's risk appetite.

Composition of the ERMC is pan-university with representation from academic, research and administrative departments. In 2017, the terms of reference were updated to include membership from the Faculty of Medicine and from the Associate Vice-President Academic (Students).

The campus renewal fee was introduced to help support the revitalization of physical and technological infrastructure at Memorial. The ERMC was given the responsibility to provide a risk based approach to assist in determining the appropriate allocation of this funding. Using the ERM framework, the ERMC will assess and prioritize infrastructure risks.

ENTERPRISE RISK MANAGEMENT FRAMEWORK

With the creation of the OCRO in 2013, Memorial took steps toward further embedding risk management in decision-making processes. The university's risk framework was established in early 2014 and since then, over 40 units across all campuses of Memorial have developed a risk register.

Enterprise risk management is not a static process, and as such the framework needs to be reviewed to ensure it provides the greatest value to the university. In 2017, a sub-committee of the Audit and Risk Committee created a discussion paper to further clarify the definitions of risk appetite and risk tolerance, and the reference standard that would be used going forward.

ENTERPRISE RISK MANAGEMENT FRAMEWORK

Drawing upon industry standards, reviews of other post-secondary institutions and feedback from more than 100 risk sessions that had taken place since the inception of the OCRO, this subcommittee made recommendations to update the impact severity levels and proposed the risk appetite for Memorial.

		Severity Factors					
		Safety	Reputation	Financial	Recovery	Probability	
5	Very High	Loss of life	Stakeholder Intervention	More than 10% of Budget	10+ days to recover	5	Almost Certain
4	High	Lost Time Injury with permanent disability	Loss of Stakeholder support and trust	Between 5% and 10% of Budget	5-10 days to recover	4	Likely (1 in 10)
3	Moderate	Lost Time Injury	Sustained complaints by multiple Stakeholders	Between 3% and 5% of Budget	3-5 days to recover	3	Possible (1 in 100)
2	Low	Injury that requires treatment	Multiple Stakeholder complaints	Between 1% and 3% of Budget	1-3 days to recover	2	Unlikely (1 in 1,000)
1	Very Low	Injury but no treatment required	Stakeholder complaint	Less than 1% of Budget	Less than 1 day to recover	1	Almost Impossible

RISK IN PRACTICE

POLICY GAP ANALYSIS

The development and updating of university policies is crucial to the continued success and growth of Memorial. For the third year ERM worked with the university's Senior Policy Analyst in 2017 to identify and evaluate policy gaps.

Using the ERM framework, focus group sessions were held with a variety of individuals across all campuses of the university to identify, assess and evaluate those policy gaps. Voting software was used by participants to rate each policy gap with a risk register being developed from the results. This register will help to serve as a guiding document for future policy development and updates.

Enterprise Risk Management met with several units throughout Memorial to assist in their transition to ISO 9001:2015, which has a stronger emphasis on risk management.



In 2017, there were over 50 risk planning sessions with units from all campuses of Memorial University.

INSURANCE

Risk is inherent in virtually every activity that Memorial participates in and while efforts are made to mitigate these risks, it is important for the university to have insurance to cover potential claims.

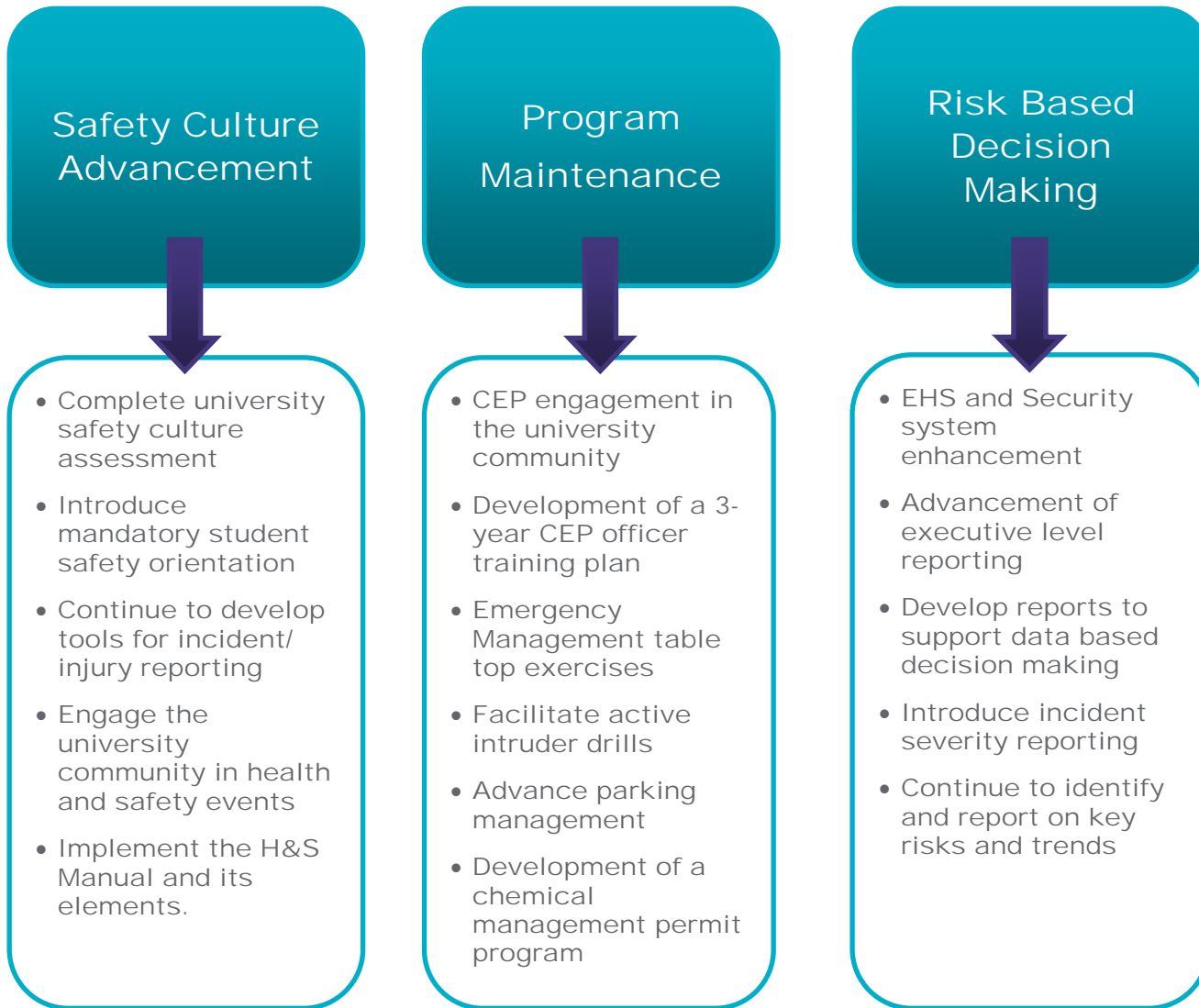
Enterprise Risk Management maintains 15 insurance policies which are designed to allow members of the university community to carry out their teaching and learning, research and public engagement with the confidence that they are protected.

- Property
- Liability
- Automobile
- Cyber
- Non-Owned Auto
- Travel Accident
- Catastrophic Accident
- Boiler and Machinery
- Hull and Machinery
- Marine Equipment Floater
- Fine Arts
- Airport Premise
- Crime
- Errors and Omissions Visiting Students
- Directors and Officers Liability (UK)

CYBER SECURITY

One of the greatest risks to higher education institutions are those related to cyber attacks and Memorial is certainly not immune to such threats. In 2017, ERM consulted with several universities across Canada and worked with various stakeholders within Memorial University, and an insurance broker to obtain a cyber insurance policy. Since universities are attractive targets for cyber attacks, the policy will help provide protection in the event of an incident.

2018 OCRO GOALS



OUR TEAM

Kristopher Parsons, Chief Risk Officer

Mary Beth Delaney, Manager of Strategic Planning and Operations

ENVIROMENTAL HEALTH AND SAFETY & ENTERPRISE RISK MANAGEMENT

Barbara Battcock, Associate Director

Mark Bailey, Co-ordinator, Field Services

Jon Collins, Advisor

Darrell Gosse, Advisor

Dr. Rod Hobbs, Radiation & Biosafety Control Officer

Dave Janes, Co-ordinator, Risk and Insurance

Carolyn Lacey, Risk Analyst

Cindy O'Driscoll, Admin Staff Specialist I

Kendra Picco, Senior Risk Analyst

Pat St. Croix, Advisor

Kelly Taylor, Industrial Hygienist

Kendra Whelan, Co-ordinator, Chemical Management and Assurance

CAMPUS ENFORCEMENT AND PATROL

Karen Alexander, Associate Director

Helen Bennett, Secretary

Pam Crane, Finance and Administration Coordinator

Marsha McEvoy, Intermediate Clerk Stenographer

Fred Rideout, Assistant Manager

Holly Tobin, Emergency Management Analyst

Adam Brookings, Officer

Alex Tucker, Officer

Allyssa McCarthy, Officer

Brian Bambrick, Officer

Colin Lane, Officer

Corina Bartlett, Officer

Courtney Snow, Officer

Craig Stephenson, Officer

Daniel Power, Officer

Darrin Kelly, Officer

Deborah Noseworthy, Officer

Dion Brushett, Officer

Doris Pomroy, Officer

Francis Lockyer, Officer

Geoff Howse, Officer

Gerald Westcott, Officer

Jason Bennett, Officer

John Hatfield, Officer

Joseph Clancey, Officer

Gregory Kelsey, Officer

Kevin Howard, Officer

Leonard Mullins, Officer

Lynette Wells, Officer

Marsha Hackett, Officer

Melanie Mullett, Officer

Michael Fewer, Officer

Michael Parrott, Officer

Nelson Peddle, 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

Thomas Hennifent, Officer

Tim St. Croix, Officer

Wendy Murphy, Officer

OFFICE OF THE CHIEF RISK OFFICER

Memorial University of Newfoundland
208 Elizabeth Avenue
St. John's, NL A1C 5S7

Tel: 709 864 4641

Fax: 709 864 3116

www.mun.ca/ocro