



OFFICE OF THE CHIEF RISK OFFICER

2015 Annual Report



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Who we are

Established in 2013, the *Office of the Chief Risk Officer (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 Office of the Chief Risk Officer works collaboratively with the Memorial 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 Office of the Chief Risk Officer 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.





Message from the Chief Risk Officer

Since our office was established in 2013, the OCRO has worked hard to create an environment and culture of continuous improvement in the areas of health, safety, security and risk management. Together with members of the Memorial community we have made great strides in enhancing our policies and programs to better serve the university's needs. However, to ensure we continue in the right direction, 2015 was about engaging our people in these ongoing efforts - particularly our student, faculty and staff leaders.

This past year, Memorial was better prepared to manage risk and protect the health, safety and security of its students, faculty and staff. We accomplished this by identifying and working with leaders throughout the university to develop a greater awareness of the risks and opportunities we collectively face. Through risk planning sessions, Safety Summits, a renewed focus on our Workplace Occupational Health and Safety committees, and other initiatives, our leaders garnered a better understanding of their roles and responsibilities within our existing policies and programs. This heightened awareness allowed us to further contribute to our continuous improvement by moving health, safety, security and risk to the forefront of our daily practises. With more champions working together we are well on our way to improving our safety and risk cultures.

In 2015, the OCRO continued to support the university community in making data driven decisions when it

comes to health, safety, security and risk. We expanded Memorial's Incident Management System to all three main campuses and trained many more users. We also worked with units and departments to help build their risk registers thus allowing them to align their strategies and initiatives with those of the university overall. Through a better understanding of their risks and opportunities within the context of Memorial's overall risk framework, units and departments are better able to allocate resources to priority areas.

Some of our other initiatives included a revamp of the Assessment and Care Protocol program, an overhaul of the university's parking program and the creation of an OCRO website and other communication tools, just to name a few. I am pleased to present this annual report which outlines our achievements from 2015 in greater detail. You can also visit our website for more information on our programs and how we can assist you.

Sincerely,



Kristopher Parsons
Chief Risk Officer

Engaging our safety leaders

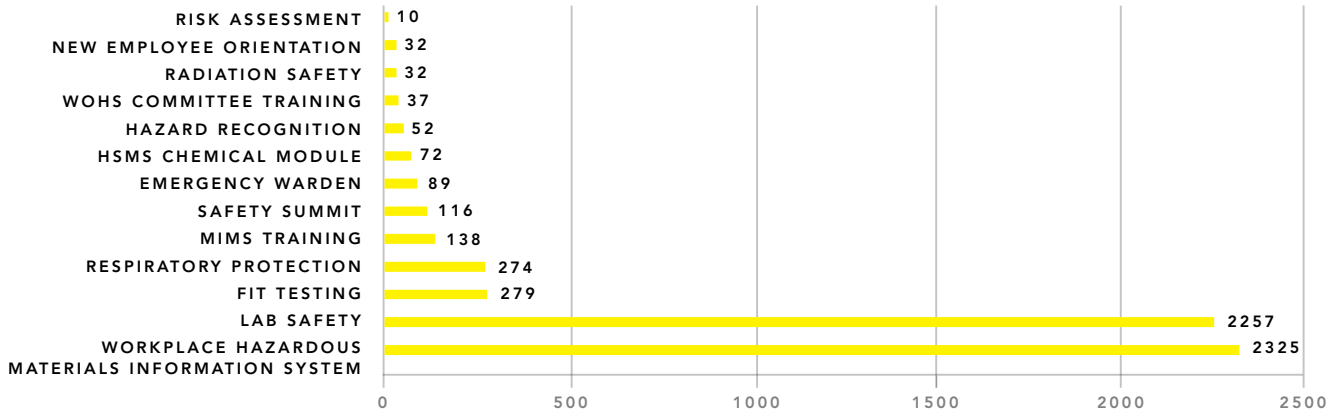
Starting in 2015, the OCRO began the process of engaging Memorial University's leaders in health and safety through a series of Safety Summits. Over 100 people attended the events that sparked discussion and debate, and included presentations on safety tools, resources, incident reporting and Memorial's safety culture, among other topics.

"Over the last few years we have made significant investments in safety," noted Barbara Battcock, associate director, Environmental Health and Safety. "The Safety Summits are the next step to engaging our safety leaders on campus to ensure everyone is thinking about safety in everything we do. The people who took part in the summits are ambassadors for our safety culture."

"It is so important for us to lead from the top down to establish a culture of health and safety at the university," said attendee Dr. Jennifer Keyte, director, Animal Care Services. "We are certainly on the right track, with lots of great new initiatives, including *eAlerts* and MIMS. We also have a long way to go, so it's critical to have everyone on board. The event was very useful for bringing together all the areas of responsibility for Memorial employees and students."



SAFETY TRAINING OFFERED IN 2015



Testing the water

On July 30, 2015 random water testing indicated Memorial had *higher than acceptable levels of lead* in the potable water supply.

A level 2 emergency was declared and the Emergency Operations Centre (EOC) was activated to expedite the testing process, obtain an adequate supply of bottled water and co-ordinate communications. Led by the OCRO, the EOC was active for a total of nine days.

During this time, the Chief Risk Officer co-ordinated a town hall session for the University Occupational Health and Safety (OHS) Committee co-chairs followed by a presentation to all Workplace Occupational Health and Safety committees to keep the university community informed. In addition, water test results were promptly posted online; Newsline messages, tweets and other forms of communication were distributed as soon as information was available.

Environmental Health and Safety (EHS) played a vital role in supporting the goals of the EOC; directing the collection of drinking water samples, co-ordinating the analysis of drinking water samples (more than 850), organizing sampling results, facilitating the communication of technical information and supporting the remediation efforts undertaken by Facilities Management.

GOING FORWARD

Under the direction of the University OHS Committee, a Memorial Drinking Water Committee has been established with EHS taking the lead role, drafting the terms of reference and a Drinking Water Quality Guide. The future program for water quality testing includes preventative maintenance and regular monitoring to identify changes in water quality.



Taking a water sample from a plumbing pipe for testing

AFTER THE EMERGENCY, A DEBRIEF WAS HELD ON THE EMERGENCY RESPONSE, WITH POSITIVE FEEDBACK ON THE TIMELINESS OF THE RESPONSE AND THE ABILITY TO RESUME UNIVERSITY OPERATIONS QUICKLY, COMMITMENT OF THE INDIVIDUALS INVOLVED, AND THE THOROUGHNESS OF COMMUNICATIONS BOTH INTERNALLY AND EXTERNALLY.



Life saving devices in every building

Every year, more than 45,000 Canadians suffer from a sudden cardiac arrest (SCA), according to the Heart and Stroke Foundation. However, Memorial is one step closer to being able to save lives after a SCA. In 2015, EHS installed 60 additional *automated external defibrillators* (AEDs); for a total of 84. That means one in every building of the St. John's campus, Grenfell Campus and the Marine Institute.

Research has shown that early defibrillation can reduce premature death from a SCA and using an AED with cardiopulmonary resuscitation (CPR) within the first three minutes of a cardiac arrest can increase the chance of survival by up to 75 per cent.



Automated external defibrillators are now in every building on Memorial's campuses

Biosafety: review leads to improvements

A full review of Memorial's biosafety program was completed by EHS in 2015 in anticipation of the implementation of the Human Pathogens and Toxins Regulations (HPTR) on Dec. 1. This review led to a significant restructuring of the program to align it with HPTR requirements. This included the development of terms of reference for the operation of the Institutional Biosafety Committee, completion of a new HPTR-based biological safety manual and a suite of Memorial specific biosafety standard operating procedures, development of an online biosafety training course, as well as a new internal biosafety certificate application package.

Following the implementation of the new materials, a new inspection schedule for all authorized locations was initiated. To close out 2015, eight biosafety laboratory inspections were completed.

**THERE WERE
80
ACTIVE
INTERNAL
BIOSAFETY
CERTIFICATES
AT MEMORIAL
IN 2015.**





Memorial divers Andrew Perry, Zack Ryan and Mark Bailey perform rescue exercises in Portugal Cove in preparation for the new OCSC 4000 course
PHOTO SUBMITTED BY: GEORGE BISHOP

The new scientific diving program: ensuring quality

In 2015 Memorial launched OCSC 4000 Scientific Diving Methods. EHS was an integral part of this very successful and internationally recognized course.

Taught by Dr. Pat Gagnon, an associate professor at the Department of Ocean Sciences, OCSC 4000 is an in-depth study and application of methods routinely employed for data collection in underwater scientific research.

Participants are trained in accordance with the Canadian Association for Underwater Science Standards for Scientific Diver I rating. Prior to the course, however, students are required to demonstrate their competency with a written exam followed by a series of underwater skills, incident management and rescue diving techniques under the oversight of Memorial's diving safety officer, Mark Bailey.

"Logistics for the course were a bit challenging. Because of variable weather patterns, equipment transport and the cylinder filling demands at the Ocean Sciences Centre, there was a lot of dive site preparation and planning," said Mr. Bailey. "But the course got a lot of positive feedback and we had zero incidents during the 14 continuous, and physically demanding days of diving."



Tracking our chemicals

Memorial's Chemical Inventory Management System was launched in July 2015, providing all laboratories housing hazardous materials the capability to maintain an up to date chemical inventory and electronic Material Safety Data Sheet. The software also assists with the compliance requirements of local, provincial and federal regulators and can provide vital information to emergency first responders to minimize the impact of chemical incidents. To date, 72 employees/students have been formally trained on the system with a total of six departments and 290 current users.



Memorial has a new Chemical Inventory Management System



New core science facility: safety on site

The development of the new core science infrastructure is well underway. Environmental Health and Safety (EHS) has been involved since the beginning; meeting with the architects, consulting engineers and project managers to ensure all phases of the planning meet the health and safety regulatory requirements. EHS also helps the project team identify hazards arising from the design or from the technical, planning or time related aspects of the project, ensuring health and safety matters are addressed effectively and early.

THE CONSTRUCTION OF THE NEW CORE SCIENCE FACILITY PRESENTED THE OCRO WITH AN OPPORTUNITY TO REVIEW INSURANCE REQUIREMENTS FOR CONSTRUCTION PROJECTS. IN THE PAST, INSURANCE ON CONSTRUCTION PROJECTS HAS BEEN HELD BY THE CONTRACTOR. THE OCRO, IN CONSULTATION WITH BROKERS AND INDUSTRY PROFESSIONALS, REVIEWED THE BENEFITS OF AN OWNER CONTROLLED INSURANCE PROGRAM (OCIP). THIS MEANS, IN ADDITION TO HIGHER COVERAGE LIMITS AND REDUCED PREMIUM RATES, CONTROL IS WITH MEMORIAL IN THE EVENT OF CLAIMS AND IT ENSURES CONTINUITY OF THE PROJECT. THE BENEFITS WERE PRESENTED TO FACILITIES MANAGEMENT, WHO WORKED WITH THE OCRO IN ADDITION TO BROKERS AND THE PROJECT MANAGEMENT TEAM TO COMPLETE THE APPLICATION PROCESS FOR THE PROGRAM. THIS POLICY WILL BE PUT IN PLACE IN 2016 AND REMAIN UNTIL 2019.

The future of parking on the St. John's campus

The loss of spaces as a result of the construction of the core science building initiated a strategic review of parking for Memorial's St. John's campus by the OCRO in 2015. It was determined that the reputational and financial impacts of the changes were high. As such, a new project lead was assigned to oversee changes to parking administration.

SOME OF THE INITIAL IMPROVEMENTS INCLUDED:

- All permit holders who were displaced from the loss of 370 spaces due to the construction of the core science building have been relocated to new and other parking lots.
- Implemented a new electronic visitor program.
- Configured parking management software to include increased reporting capability and e-permit options.
- Replaced former departmental and all areas permits with a more efficient and appropriate system that reduced unnecessary demand on the limited number of spaces, yet created more availability to all permit holders.

HERE'S WHAT WE'RE WORKING ON:

- Identifying and developing strategies to decrease fraudulent permit activity.
- Participating in a study on parking with a focus on how to decrease the number of single occupant vehicles on campus.
- Making all waitlist requests electronic.
- Analysing options to make meter and pay and display parking spaces more efficient and user friendly.
- Reviewing the use of electronic ticketing.
- Reviewing and updating Memorial's parking regulations.
- Standardizing customer service and communications.
- As part of the Operations and Budget Review, recommending efficiencies, future initiatives and cost recovery options.



Expanding MIMS

Memorial's Incident Management System (MIMS) continued to grow in 2015. User groups have expanded beyond the pilot group and now include Student Life, the Faculty of Medicine's Student Affairs group, the Assessment and Care Protocol Committee as well as University Occupational Health and Safety Committee co-chairs and some senior leaders.

In addition, the Marine Institute's (MI) Offshore Safety and Survival Centre began using the system in February 2015 and since then the Environmental Health and Safety advisor for MI has also joined the system. Last year also included the expansion of MIMS to the Grenfell Campus, including its Campus Enforcement and Patrol, Housing, Environmental Health and Safety and the Assessment and Care Protocol team.

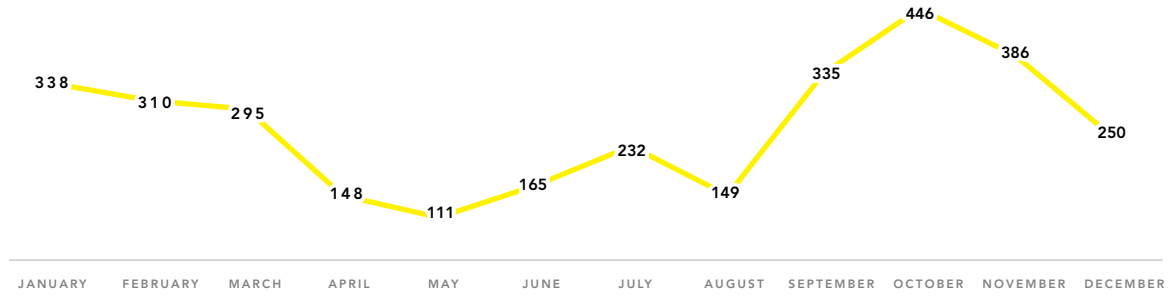
OCRO risk analysts continually ensure quality, consistency and accuracy with files in MIMS, ensuring the system is running properly. This involves working collaboratively with users to continue to develop and improve the configuration of the system and ensuring they are able to access accurate data when making decisions to support their day-to-day work.

An average of 265 incident reports are reviewed for quality assurance every month, with a total of 3,205 incident reports created in 2015.

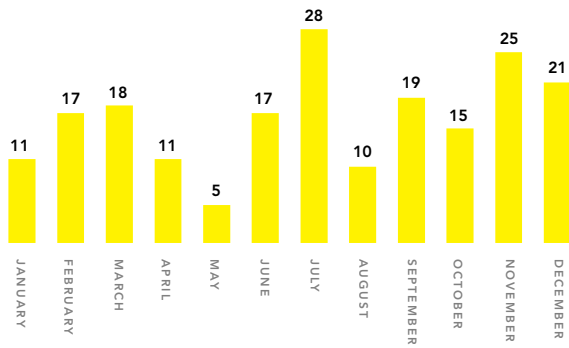
The total number of MIMS users is 303; 51 at the Grenfell Campus and a total of 265 at the St. John's and Marine Institute campuses.



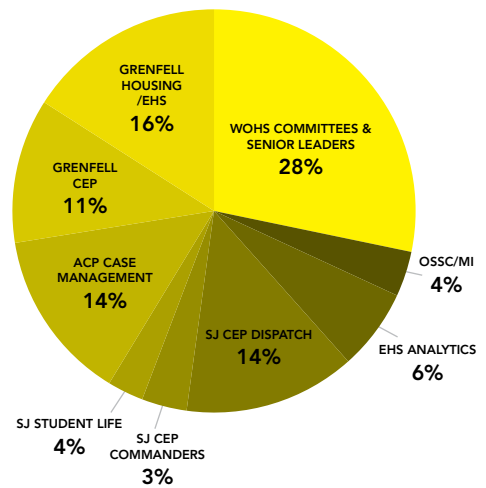
TOTAL INCIDENT REPORTS 2015



E-ALERTS BY MONTH



2015 MIMS TRAINING BY GROUP



A DEPARTMENTAL CONTINUITY PLAN:

- **IDENTIFIES A DEPARTMENT'S CRITICAL FUNCTIONS.**
- **DESCRIBES HOW TO CARRY OUT THESE FUNCTIONS UNDER CONDITIONS OF DIMINISHED RESOURCES (STAFF, SPACE, EQUIPMENT OR INFORMATION TECHNOLOGY INFRASTRUCTURE).**
- **CONTAINS INFORMATION THAT WILL BE NEEDED DURING AND AFTER AN EMERGENCY.**
- **DESCRIBES HOW TO PREPARE FOR EMERGENCIES WHILE IDENTIFYING THINGS THAT CAN BE DONE NOW TO LESSEN THE IMPACT AND MAKE IT EASIER TO RECOVER.**

Guiding continuity

Enterprise Risk Management (ERM) developed a basic continuity planning template for Memorial University departments and units to use in identifying their critical functions. The template has continued to improve and, in 2015, culminated in a new electronic workbook completed by ERM. The workbook allows a department's, or unit's administrator to take ownership of their own continuity planning in a user friendly format, while ERM provides strategic oversight, training and support.

The first group to use the new electronic workbook template was the Offshore Safety and Survival Centre. The plan has since been rolled out to the Faculty of Science, the Faculty of Medicine and Student Life as well as the units within these departments.

Identifying trends in disturbing, threatening or violent behaviour

The Assessment and Care Protocol (ACP) for Disturbing, Threatening or Violent Behaviour is intended to enhance safety and security by establishing and ensuring a co-ordinated, timely, high-level, centralized approach for the identification, mitigation and response to certain behavioural incidents.

In March 2015, responsibility for the protocol on the St. John's and Marine Institute campuses was transferred to the OCRO within the Enterprise Risk Management Program. As part of this process, the OCRO created a communications plan and the educational campaign was launched in the fall of 2015. Over the course of four months, 20 presentations were delivered to approximately 1,100 people on the St. John's and Marine Institute campuses. The presentations were supplemented by an educational video which is also hosted on the *my.mun.ca* portal for viewing by any member of the campus community.

Since the transfer of the protocol, the ACP Committee has met to review a number of cases, while the co-ordinator has assessed and/or is monitoring many other incidents.



Preparing our community

- During Emergency Preparedness Week in May, Enterprise Risk Management (ERM) held Disaster Crash Courses on the St. John's, Grenfell and Marine Institute campuses. The lunchtime events covered personal emergency preparedness for common local disasters and emergency procedures while on campus.
- On the St. John's campus, an Emergency Preparedness Fair and Disaster Chef Challenge were held in October 2015. The fair included booths from risk management, Royal Newfoundland Constabulary, Canadian Red Cross, Campus Enforcement and Patrol, St. John Ambulance and the St. John's Regional Fire Department. The Disaster Chef Challenge once again saw a variety of creative recipes submitted and attracted media attention.
- On Oct. 22, 2015, during Safe Driving Week, an Emergency Preparedness Fair was held at Grenfell Campus to show case the emergency services available in the community. The Royal Newfoundland Constabulary brought a texting and driving simulator and the Corner Brook Fire Department brought a fire extinguisher simulator for attendees to try. The Canadian Red Cross, Western Health, RCMP, Department of Natural Resources, Bay of Island Search and Rescue and Advanced Education and Skills were among the other presenters.
- In August, ERM continued to facilitate a full day training event for the Student Housing residence assistants and co-ordinators. This year's event included roles in emergency response, fire safety, roles and responsibilities of Campus Enforcement and Patrol (CEP), prevention tips for common incidents including substance abuse, property damage, theft and medical emergencies, information on blue phones, a question and answer with CEP officers, and an overview of the Assessment and Care Protocol program.





RNC officer demonstrates a driving simulator at the Emergency Preparedness Fair at Grenfell Campus



Memorial employee Sandy Woolfrey-Fabey cooking in the Disaster Chef Challenge on the St. John's campus



Judges Shelley Smith, Shona Perry-Maidment and Bruce Belbin trying the entries in the Disaster Chef Challenge

Changes to security services at the Health Sciences Centre

In April 2014, Eastern Health notified Memorial University that it was not renewing its contract with Campus Enforcement and Patrol (CEP) for security services in the Eastern Health controlled portions of the Health Sciences Centre (HSC). This represented a significant change to security services at the shared facility and a major component of CEP's overall scope of services.

CEP and Eastern Health negotiated an end date of June 30, 2015 and worked collaboratively to bring about the termination of the security contract. CEP management worked closely with Nape Local 7803, Human Resources and other stakeholders at Memorial to maintain service levels during the transition period, and lessen the overall impact on affected employees.

"Our casual call-in list was very low and often the shifts were short due to the unavailability of officers. This change created an opportunity for us to reassign and retain officers among the shift complements, and on a casual call-in status," added John Browne, manager, CEP. In the end, CEP maintained many of the affected officers as well as one support staff position.

Memorial continues to provide security services for its own facilities within the Health Sciences Centre including the Faculty of Medicine, the Schools of Nursing and Pharmacy, the Medical Education Centre and has added the Battery Facility to its rounds.



CEP introduces three new, more visible vehicles in 2015

Leadership for the ranks

In response to recommendations made in *The Browne Report: Ensuring a safe and secure learning environment* conducted in 2014, CEP has instituted some new initiatives and changes to lead them into 2016.

In June 2015, by repurposing two existing senior personnel and adding two new leaders (on a trial basis), four team commander positions were created to strengthen CEP operations around the clock, and to ensure more efficient and effective service to the university community. This means there is at least one senior CEP representative on duty 24-7 to provide:

- Leadership and direction to front line officers;
- On the job mentoring, coaching and guidance;
- Leadership in critical incidents;
- Monitoring of service levels;
- Evaluation of dispatch response; and
- Performance management.

In addition to team commanders, CEP's education and training program was revamped to provide a standardized curriculum for CEP officers and management. The following training sessions have been completed:

- **Autism Smarts Training:** teaches a basic working knowledge of autism spectrum disorder and what first responders can expect to see and do in emergency situations.

- **Mental Health First Aid:** taught officers how to recognize the signs and symptoms of mental health problems, how to provide initial help while guiding a person towards appropriate professional help.
- **E-vac Chair Training:** the E-vac Chair provides safe and simple emergency evacuation for the mobility impaired. This was a hands-on demonstration where officers took part in the operation of the E-vac Chair.
- **Mass Notification:** training for broadcasting messages via fire alarm system during emergency situations.
- **Residence Life Staff Training:** a three day training session for Residence Life staff and residence patrol officers dealing with communication, conflict mediation, privacy, drugs/alcohol usage, drug trafficking and other potential issues in residence.
- **Assessment and Care Protocol Training:** identifying incidents involving disruptive, threatening or violent behaviour. Its purpose is to enhance safety and security by identifying and mitigating behavioural incidents.
- **High Field Magnets Laboratory Orientation:** this orientation session discussed the potential hazards persons can be exposed to by entering labs that contain high-field magnets.

- **Guidelines for Video Surveillance by Public Bodies:** this workshop dealt with guidelines for video surveillance by public bodies such as the university. It also discussed what privacy protection measures, including policies and procedures, need to be considered.
- **Legacy Leadership Program:** the Department of Human Resources has been providing Memorial leaders with this engaging leadership development opportunity, based upon the five best practices of leadership.
- **Sexual Assault Nurse Examiner Program:** provided officers with insight and knowledge of what the program is about and what responding officers can do to assist.
- **Responding to a Sexual Assault (First Responder):** topics included confidentiality, sexual violence, consent, sexual assault trauma, supportive responding, active listening and empathy.
- **Emergency Preparedness for Persons with Disabilities:** discussed supports needed to keep persons with disabilities safe before, during, and after an emergency. Developmental and intellectual, mental health, non-visible, physical and sensory were among the disabilities covered.



PARTNERING FOR A SAFER CAMPUS

“WHILE IT IS DIFFICULT TO MEASURE CRIMES THAT ARE PREVENTED, IT IS WORTHY TO NOTE THAT CEP HAS A STRONG WORKING RELATIONSHIP WITH THE ROYAL NEWFOUNDLAND CONSTABULARY (RNC). CEP ENCOUNTERED A NUMBER OF THEFTS IN A BUILDING ON THE ST. JOHN’S CAMPUS IN THE FALL OF 2015. AS A RESULT OF A CEP INVESTIGATION, PATROL SERVICES AND OUR WORK WITH THE RNC, AN ARREST WAS MADE AND SUBSEQUENTLY THE BREAK-INS STOPPED.”

– John Browne, manager, CEP

ON JUNE 14, 2015 MEMORIAL'S CHIEF RISK OFFICER AND THE EMERGENCY MANAGEMENT ANALYST PRESENTED AT THE RISK MANAGEMENT SEMINAR AS PART OF THE CANADIAN ASSOCIATION OF UNIVERSITY BUSINESS OFFICERS ANNUAL CONFERENCE IN SAINT JOHN, NEW BRUNSWICK IN PARTNERSHIP WITH THEIR COLLEAGUES FROM SIMON FRASER UNIVERSITY. THE TOPIC, TESTING EMERGENCY PLANS, EXPLORED HOW UNIVERSITIES DEVELOP EMERGENCY



PLANS AND HOW OFTEN THEY ARE TESTED. THE PRESENTATION CULMINATED IN DISCUSSIONS ON THE PROS AND CONS OF FULL SCALE EXERCISES FOR WHICH MEMORIAL HAS WON A NATIONAL AWARD.

Guiding a new Weapons Policy for Memorial

In 2015, the OCRO collaborated with Memorial's Policy Office on the development of a new university-wide *Weapons Policy*.

The policy generally prohibits the presence of weapons on university property and only allows exceptions for pre-approved purposes (with written permission) such as theatrical, research and academic purposes or for the Frank Zahn Centre.

"The new policy reflects the university's goal to provide a safe, secure and healthy environment that supports teaching, learning, living and working on campus," said Mr. Kris Parsons, chief risk officer, who organized consultation of the proposed policy as well as information sessions for the university community once the policy was approved. The OCRO is responsible for maintaining the records for these approvals.

Developing a risk culture

As part of the university's Risk Management Program, the OCRO is implementing several initiatives and tools to advance the risk based approach to decision making at Memorial. Within the OCRO, the Enterprise Risk Management (ERM) team co-ordinates risk management activities and procedures across all campuses, and supports units in identifying, assessing and managing risks. This includes reviewing the level of existing and emerging risks as well as working to ensure a risk culture is established.

There were three main achievements in the risk program in 2015:

- In May 2015, Vice-Presidents Council (VPC) approved the establishment of a Memorial University Enterprise Risk Management (ERM) Committee, with representation from Grenfell, Marine Institute and the St. John's campuses. The committee oversees the ERM program, monitors risk registers and makes recommendations to VPC on risks which may affect the achievement of the university's goals or are otherwise outside the established risk tolerance.
- Work continued on risk registers for individual units throughout 2015, providing a documented list of risks and their risk ratings, key risk indicators, controls (either planned or in place) and the status of these. These registers are reviewed and analyzed by the ERM team in consultation with units and departments to use as the guiding principle of risks that need to be mitigated in order to assist them with their goals.

New profiles that have been developed are Vice-President (Administration and Finance), Office of the Chief Information Officer, Office of the Chief Risk Officer, Human Resources, Financial and Administrative Services, and Animal Care.

Updates for previously existing registers included Grenfell Campus (Strategic, Academic, Administration and Research) as well as the Marine Institute.

- The OCRO developed a Memorial Enterprise Risk Management Policy to help mitigate risks that may have a negative impact on the university and addresses positive risks which may lead to future growth and opportunities. Consultation is complete and the policy will be presented to the Board of Regents for consideration in 2016.

"RISK REGISTERS IDENTIFY WHERE DEPARTMENTS AND UNITS SHOULD PUT THEIR RESOURCES. MAKING DATA DRIVEN DECISIONS MEANS WE KNOW THE FULL STORY AND WHAT WE NEED TO BE FOCUSING ON. THE TRENDS WE SEE ON OUR RISK REGISTERS ARE THEN USED TO HELP DEVELOP THE MEMORIAL OVERALL STRATEGIC PROFILE. TRENDS SUCH AS ENROLMENT NUMBERS, INFRASTRUCTURE ISSUES, INFORMATION MANAGEMENT AND PROTECTION ALL AFFECT OUR MANDATE GOING FORWARD. WHEN WE KNOW WHAT OUR RISKS ARE, WE'RE BETTER ABLE TO MANAGE THEM."

-Dave Janes, co-ordinator, Risk and Insurance

IN 2015, ENVIRONMENTAL HEALTH AND SAFETY TRAINED UNITS ON HOW TO CONDUCT TASK SPECIFIC RISK ASSESSMENTS TO IDENTIFY HAZARDS AND MANAGE THOSE RISKS. TRAINED GROUPS INCLUDED: BIOLOGY, PROCESS ENGINEERING, CRYOGENICS AND FACILITIES MANAGEMENT.



Grenfell exercise

On April 13, 2015 Enterprise Risk Management facilitated a tabletop exercise at Grenfell Campus. The fictitious scenario involved a group of Grenfell students travelling on a field trip when they were in a bus crash.

For the first time at Memorial, communications were tested through a fictional, online application called SimDeck which simulates social media sites, the university website and news sites. A team of volunteers at the St. John's campus provided comments over SimDeck, increasing realism and testing our ability to provide a timely social media response during an emergency.

"Feedback from the players told us that the team worked really well together, responded effectively and met many of their objectives," said Holly Tobin, emergency management analyst. "There was room for improvement in the social media response so we'll work on that for our next exercise."

Designated authorities: owning health and safety

Environmental Health and Safety (EHS) has recommended the appointment of designated authorities (DAs) for all workplaces at Memorial University.

Under Provincial Occupational Health and Safety Legislation, the onus for compliance in workplaces is placed on senior administrators. However, currently at Memorial, in some workplaces there are multiple parties involved, sometimes creating confusion over responsibility for health, safety, security and risk related matters for each workplace. This can create delays in implementing solutions and can leave Workplace Occupational Health and Safety (WOHS) committees wondering exactly who can help them bring about closure to ongoing concerns.

By designating a single authority, each workplace would have a senior administrator appointed with the accountability and responsibility for working with WOHS committees and ensuring the availability of resources to provide a safe, healthy and secure environment.



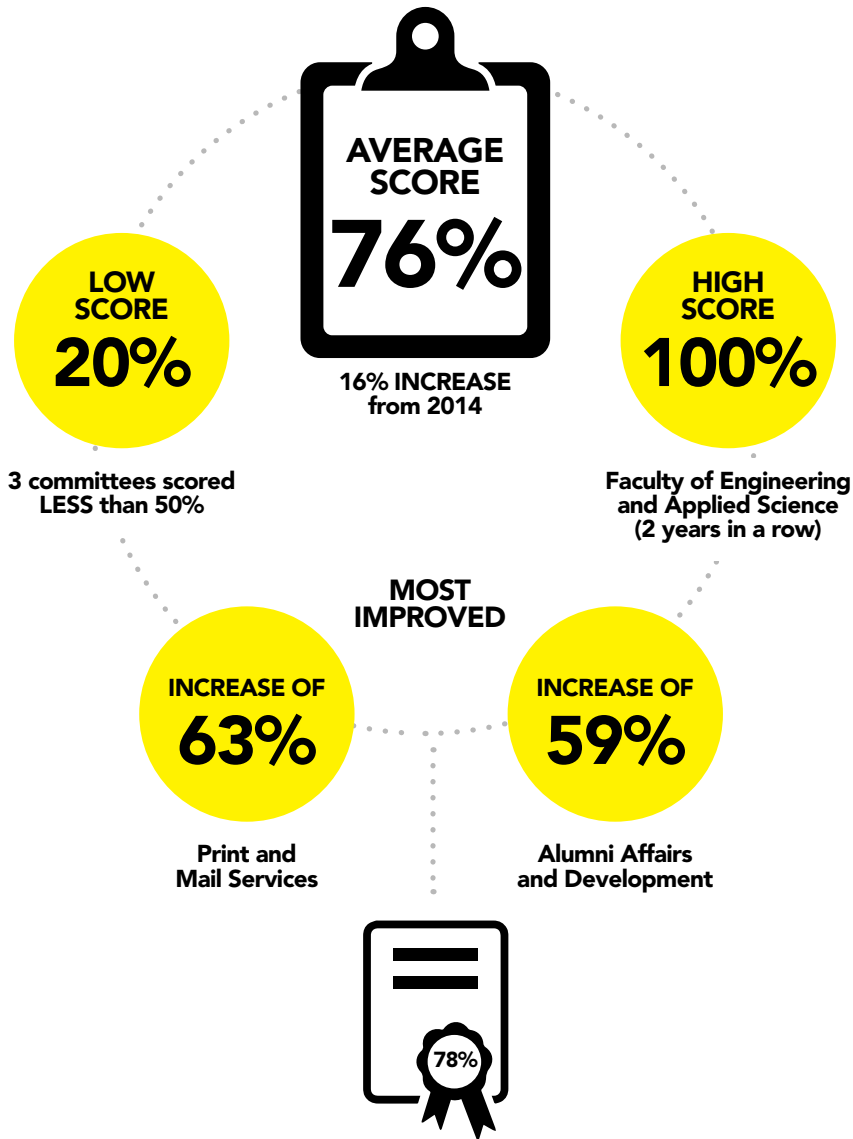
WOHS Committee audit

Workplace Occupational Health and Safety (WOHS) committees at Memorial play a key role in creating a positive safety culture. WOHS Committee members act as safety champions by facilitating communication between employees and management, carrying out workplace inspections and tracking the implementation of risk control measures.

After the 2014 WOHS Committee audit results, it was recommended that the existing WOHS Committee structure be revised to cover all workplaces, as opposed to buildings, at Memorial. An assessment was completed and the number of committees was reduced from 33 to 26 by amalgamating smaller, non-functioning committees with larger, more active ones. This has resulted in 19 additional workplaces being brought into existing, or newly formed committees.

"It's important to us that all of our workplaces now have WOHS representation," said Barbara Battcock, associate director, Environmental Health and Safety. "These changes have meant that the existing committees scored higher on the WOHS audit; it means they're now more efficient and effective and that's good news for Memorial."





It was also found that 78% of committee members have received the required training. Up 15% from 2014.

Security and controlled goods

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

Memorial's CGP has two designated officials (DOs) in the OCRO, who ensure compliance with the Controlled Goods Regulations (CGR) which fall under the Defence Production Act. This includes conducting security assessments of all employees who require access to controlled goods and ensuring that security measures are in place to prevent unauthorized access.

In 2015, the DOs conducted and approved security assessments for Memorial employees and, in conjunction with Enterprise Risk Management, reviewed and approved a controlled goods field deployment plan for the transfer/use of controlled goods in field studies.

In June, an on-site inspection was conducted by the Compliance Inspections Division of the federal CGP. The site inspection included a comprehensive records/documentation review and an assessment of the physical security measures currently in place. Memorial was issued a Compliance Inspection Form illustrating overall compliance with the CGR.

Patrolling our residences

In 2015, Campus Enforcement and Patrol (CEP) dedicated four officers to patrol Memorial's St. John's campus residences.

CEP officers have been patrolling residences since 2012 and had always responded to incidents there. However, it was only twice per night and it was whomever was on duty. This new system means the same four officers will be present in residence; providing a consistency that officers are hoping will lead to an improved relationship with residence students.

"The safety of students living on campus is a priority for us," said John Browne, manager, CEP. "The officers were also embedded in Residence Life training in September, allowing residence staff and CEP to gain a better understanding of each other's roles and responsibilities."





"HAVING CEP PATROLS IN RESIDENCE HAS BEEN VERY POSITIVE, WE'VE ALSO SEEN A REDUCTION IN VANDALISM. IT'S DEFINITELY STRENGTHENED THE RELATIONSHIP BETWEEN THE STUDENTS AND CEP AND THERE'S A LOT OF MUTUAL RESPECT. STUDENTS SEEM MORE WILLING TO APPROACH CEP NOW WITH ISSUES AND INCIDENTS. THEY HAVE AN EXTRA SENSE OF SECURITY KNOWING CEP IS CLOSE BY."

- Bruce Belbin, director, Student Residences



Questions about insurance?

In June 2015 Enterprise Risk Management (ERM) released Memorial's first insurance guide. It's a general overview of the university's insurance policies and frequently asked questions.

You can find it here: www.mun.ca/risk/insurance/Memorial_University_Insurance_Guide.pdf

ERM has delivered insurance education sessions to approximately 100 people and more sessions are planned for 2016. In addition to managing insurance policies and enquiries, claims are also processed by ERM.



OCRO goals for 2016:

- Revise Memorial's Emergency Management Plan with full implementation of the Incident Command Model.
- Continue to facilitate continuity planning sessions with units across the university.
- Facilitate table top exercises on both the Marine Institute and St. John's campuses.
- Continue the expansion and integration of Memorial's Incident Management System (MIMS).
- Continue implementation of the risk framework and the development of risk registers.
- Implement the owner controlled insurance program for the core science construction project.
- Score above the national average in CURIE's (Canadian Universities Reciprocal Insurance Exchange) new liability and property deficiency benchmarking process which will reduce our insurance costs and further minimize our risk.
- Review efficient parking options while establishing a sustainable parking model.
- Continue to implement recommendations of *The Browne Report* in order to enhance our campus safety.
- Enhance Memorial's mass notification ability.
- Continue to increase education and training for Campus Enforcement and Patrol officers and management.
- Implement the designated authorities program.
- Organize Safety Summits throughout the year to educate senior leaders on their role in health and safety.
- Review and revise the Health and Safety Management System documents.
- Increase the use of safety tools to reduce injuries in the workplace with proactive efforts and communications.



Our People

Kristopher Parsons, Chief Risk Officer
Louise Green, Administrative Staff Specialist II
Michelle Osmond, Communications Co-ordinator

Campus Enforcement and Patrol

John Browne, Manager

Helen Bennett, Secretary
Ruby Colbert, Intermediate Clerk Stenographer
Ed Howlett, Assistant Manager Investigations and Training
Penny Kennedy, Investigations (training)
Don Maloney, Investigations Officer
Marsha McEvoy, Intermediate Clerk Stenographer

Jeff Fifield, Team Commander
Fred Rideout, Team Commander
Jake Stanford, Team Commander
John Whelan, Team Commander

Brian Bambrick, Officer
Corina Bartlett, Officer
Jason Bennett, Officer
Adam Brookings, Officer
Dion Brushett, Officer
Sean Bulger, Officer
William Carroll, Officer
Joseph Clancey, Officer
Michael Fewer, Officer
Ryan Fifield, Officer

Terry Gilbert, Officer
Marsha Hackett, Officer
John Hatfield, Officer
Robert Hayes, Officer
Thomas Hennifent, Officer
Kevin Howard, Officer
Geoff Howse, Officer
Darrin Kelly, Officer
Stephen Kennedy, Officer
Colin Lane, Officer
Francis Lockyer, Officer
Melanie Mullett, Officer
Leonard Mullins, Officer
Wendy Murphy, Officer
Deborah Noseworthy, Officer
Michael Parrott, Officer
Nelson Peddle, Officer
Doris Pomroy, Officer
Daniel Power, Officer
Ryan Simmons, Officer
Courtney Snow, Officer
Craig Stephenson, Officer
Alex Tucker, Officer
Anna Valcheva, Officer
Robert Wall, Officer
Lynette Wells, Officer
Gerald Wescott, Officer
Audrey Woodland, Officer

Enterprise Risk Management

Karen Alexander, Associate Director

Jon Collins, Risk Analyst

Mary Beth Delaney, Parking Project Manager

Richard Howie, Risk Analyst

Dave Janes, Co-ordinator, Risk and Insurance

Carolyn Lacey, Risk Analyst

Kendra Picco, Senior Risk Analyst

Holly Tobin, Emergency Management Analyst

Environmental Health and Safety

Barbara Battcock, Associate Director

Mark Bailey, Co-ordinator, Field Services

Melissa Burse, Advisor

Beth Campbell, Industrial Hygienist

Courtney Gale, Administrative Staff Specialist

Darrell Gosse, Advisor

Dr. Rod Hobbs, Radiation and Biosafety Control Officer

Pat St. Croix, Advisor

Kendra Whelan, Co-ordinator, Chemical Safety Management





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