



# 2014 Annual Report

OFFICE OF THE CHIEF RISK OFFICER

February 2015

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Established in 2013, the Office of the Chief Risk Officer (OCRO) is responsible for Campus Enforcement and Patrol, Environmental Health and Safety (formerly the Department of Health and Safety), and Enterprise Risk Management. This includes maintaining risk management, security, emergency management, and environmental health and safety programs for the entire university.

[www.mun.ca/ocro](http://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 learning, teaching, living and working on campus.

**Vision:**

Memorial University's Office of the Chief Risk Officer will be regarded as a leader among other institutions of higher education in the assessment, mitigation and management of risk, emergency preparedness, health and safety. We strive to be collaborative, creative and innovative with program development/implementation initiatives.

### **Message from the Chief Risk Officer**

I am very pleased to present our inaugural annual report. Although the Office of the Chief Risk Officer (OCRO) only formed in late 2013, this past year has been a very busy one with several major initiatives underway and continuing into 2015.

In its short history, the OCRO has seen significant changes, the most notable being the merging of four units into one. The OCRO now encompasses Campus Enforcement and Patrol, Enterprise Risk Management, Emergency Management and Environmental Health and Safety. In addition, Emergency Management is now under Enterprise Risk Management in an effort to streamline the risk processes.

To ensure we have the right resources in place going forward, and the OCRO is operating efficiently and effectively, in 2014 we underwent a significant restructuring of our resources and work processes. Amongst our many initiatives we led the development of a new incident management system, developed the framework for a new university wide committee for risk management, enhanced training to student residence staff, completed an audit of all Occupational Health and Safety Committees on campus, and commissioned an independent safety culture assessment to help us further improve safety on campus. The OCRO also spearheaded an independent and comprehensive review of our security services to meet the future needs of the university.

Universities by our very nature are risk takers. Whether it is cutting edge research and technology, participating in clinical drug trials, or putting our knowledge, expertise and reputation out in the public domain on a regular basis, there is an element of risk in everything we do. The challenge is managing our risks to an acceptable level to ensure the university community, and those we serve, can reap the benefits and rewards that come from these endeavors.

I hope this 2014 annual report gives you some insight into who we are, what we do and where we are going as we strive to support Memorial University's mission to provide 'excellence in teaching and learning, research, scholarship, creative activity, service and public engagement.' We are very proud to provide the students, faculty, staff and visitors of Memorial University with the tools they need to live, work and study in a safe, secure and healthy environment.



**Mr. Kris Parsons**

## ENTERPRISE RISK MANAGEMENT (ERM)

*“We strive to support Memorial University’s mission to provide ‘excellence in teaching and learning, research, scholarship, creative activity, service and public engagement.’ To do this, in 2014 ERM redeveloped our risk processes and strengthened our team to better position ourselves to serve the university community. A significant part of this effort involved the pan university risk education and awareness campaign we launched, as well as a complete review of all our internal processes.” – Karen Alexander, Manager (acting), Enterprise Risk Management*

### Goal 1: Build Memorial’s risk profile while building a culture of integrity in risk awareness/identification.

*Risk culture: The values, beliefs, knowledge and understanding about risk, shared by a group of people with a common intended purpose, in particular the leadership and employees of an organization - The Institute of Risk Management.*

#### NEW COMMITTEE TO FOCUS ON ENTERPRISE RISK

The OCRO is leading the initiative to establish an Enterprise Risk Management (ERM) Committee. The committee, which will be pan university, will act as a strategic oversight committee in support of the Vice-Presidents Council (VPC) on matters pertaining to ERM. The ERM Committee will work to ensure the establishment of a risk culture throughout the university.

The main goals of the ERM Committee are to:

- Provide recommendations to the VPC and OCRO on the ERM framework;
- Monitor Memorial's risk profiles and report to the VPC on changing or emerging risks;
- Complete an annual review of ERM governing documents to determine if changes are required;
- Review risk profiles developed by various risk owners to ensure:
  - Applicable risks are identified;
  - Risk ratings are appropriate;
  - Identified controls are adequate for identified risks; and
  - Risk stakeholders are identified.
- Assist in the development of a pan university risk culture;
- Report to the VPC when departments/groups fail to develop and maintain their risk profiles or other reporting documents; and
- Provide advice and guidance on ad hoc risk assessments that are undertaken by the OCRO.

## RISK PROFILE DEVELOPMENT FOR THE ST. JOHN'S AND GRENFELL CAMPUSES, AND MARINE INSTITUTE

As part of creating a strong risk culture at Memorial, the OCRO initiated the development of risk profiles at each campus, which will be used in the development of an overall strategic Memorial profile.

To create these profiles sessions were held to identify and rank risks inherently (with no controls in place), as well as the effectiveness of controls that exist, resulting in the residual risk. The probability of each risk is measured as are four severity factors: Safety, reputation, financial and recovery as per the following matrix:

**Diagram 1: Risk matrix**

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

To date:

- Profiles have been developed for academic, research and administrative units of Grenfell Campus which flow into an overall Grenfell Campus profile that will be updated quarterly.
- Similar work has taken place at the Marine Institute and is nearing completion.
- Planning and initial development of the St. John's campus profile has begun.
- The overall strategic Memorial risk profile has been developed and will be updated quarterly.

## Goal 2: Lead in the knowledge of critical risk and see opportunities to communicate this, ensuring risk oversight and responsibility.

### MEMORIAL'S INCIDENT MANAGEMENT SYSTEM (MIMS)

Memorial is committed to fully understanding its risk and providing a safe environment for students, staff and faculty. In December 2013 the Vice-Presidents Council approved a project to acquire and implement an incident reporting and management system. The OCRO led the project, working collaboratively with Computing and Communications and Student Housing to configure and integrate a pan university, user friendly program.

A very important aspect of configuring MIMS was to create a list of incident types and sub-types that would both encompass the reality of what happens at Memorial, along with being user friendly. Consultation with the various stakeholders using the system resulted in 11 incident reporting types:

- Accident/near miss
- Alcohol/drugs
- Behaviour
- Fire/explosion
- Hazardous materials release
- Health
- Infrastructure/property damage
- Missing persons
- Non-compliance
- Theft/lost property
- Unauthorized access

#### MIMS modules:

- Incident reporting
- Dispatch
- Task assignment
- Analytic reports
- E-Alerts

Many of these types have been further broken down into sub-types allowing for unprecedented statistical reporting.

On Nov. 3, 2014 the pilot program was implemented on the St. John's campus in several units including Environmental Health and Safety, Residence Life Office (including residence advisors and residence coordinators), Student Housing, Campus Enforcement and Patrol, Enterprise Risk Management, Sexual Harassment Advisor, as well as the Occupational Health and Safety Nurse and the Ergonomist.

Prior to implementation, comprehensive training was delivered to users based on their individual needs. For instance, CEP officers received training on the incident reporting modules and procedures with an overview of the dispatch module. CEP dispatchers received additional training on the dispatch module in detail while CEP managers' training focused on analytical reporting, reviewing and editing incident reports, and creating and assigning tasks.

The OCRO Risk Analysts will continue to lead the training of users as required with a university wide role out planned for 2015.

Memorial's Incident Management System will:

- Amalgamate and streamline multiple reporting systems into one data base;
- Provide real time access to incident information for designated/approved users;
- Drastically enhance incident and risk management capabilities by allowing users to assess, respond, prioritize and report on incidents in a consistent manner;
- Allow management personnel to manage investigative files in an effective, efficient manner;
- Provide senior university officials with detailed reports and statistical analysis;
- Expedite emergency response capabilities of CEP and the Emergency Operations Centre Group and;
- Support the assessment and care protocol team with a centralized database related to behavioral assessments and the implementation of timely mitigation/intervention strategies.

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**ERM IS COMMONLY ASKED TO PERFORM RISK ASSESSMENTS** for very specific events that may be taking place on campus or off, either for internal parties of the university or outside agencies who wish to use the facilities of the university. As such, ERM assesses each request in collaboration with the event organizers ensuring that potential risks have been identified and mitigation strategies are in place resulting in a successful event.

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**PLAY ON!**

CBC Hockey Night in Canada's Play On! is the largest street hockey tournament in the world. The event, which involves hundreds of participants, has occurred for the past six years on the St. John's campus. Organizers work with a number of different departments at Memorial, including Enterprise Risk Management on logistics and communication around such things such as overnight security and road closures.



*"We have found the OCRO very professional. You guys get the proper information to all event stakeholders and are a pleasure to work with. We should be taking advantage more of your networks, platforms and reach."*  
- Seamus O'Keefe, Event Director, Play On! St. John's



## Goal 3: Continuously evaluate Memorial's emergency management process to determine effectiveness and efficiency.

### STREAMLINING BUSINESS CONTINUITY IN AN EMERGENCY

ERM successfully implemented pilot business continuity plan (BCP) templates in 2014 for several academic and administrative units at Memorial. The goal was to help develop and implement a plan that identifies time critical services and assets of the university that need to be maintained during an emergency response. It began as a trial run with the School of Human Kinetics and Recreation (HKR) in 2013. HKR provided feedback on its gaps with respect to centralized entities and interdepartmental dependencies. As a result, a new format was developed in collaboration with the units responsible for the centralized administrative entities of Human Resources, Finance, Facilities Management, Computing and Communications, Marketing and Communications, and the Office of the Registrar.

*"It saved time and duplication of effort for the schools and units we worked with when they had upfront information on how the centralized entities would support them and what they would expect from them. This eliminated their need to have a backup plan for many areas where there are interdependencies on others and clarified what could be considered a critical service which they needed to cover within their own BCP." – Karen Alexander, Manager (acting), ERM*

A template that had been used since 2011 was revised from a Microsoft Excel document to be more comprehensive and individualized. It included:

- Information on what the academic and administrative personnel may need to consider while developing their BCPs;
- Knowledge about emergency protocols from other entities within the university which they may have interdependency upon; and
- The university's expectations of them during emergency response. Based on the new template, ERM held BCP education sessions in August 2014 with the Faculty of Medicine, the School of Nursing, the School of Pharmacy and the Animal Care Program.

### AWARDED FOR UNIQUE EMERGENCY PLANNING

Emergency Management received the Canadian Association of the Chiefs of Police (CACCP)/Motorola Award for Excellence in Emergency Preparedness in 2014. The award came after a full-scale exercise with some unique features.

In May 2013 after nine months of planning, Memorial's St. John's campus hosted its first full-scale exercise in collaboration with the Royal Newfoundland Constabulary, Eastern Health, St. John's Regional Fire Department, Canadian Red Cross and the Salvation Army. Exercise Campus Collaboration 2013 was a test of Memorial's Emergency Management Plan and involved an active shooter on campus with casualties and simulated responses from police, fire and paramedics.

Organizers prepared very thorough controller and evaluator handbooks, completed an after action report and a post incident summary. The decision to place a camera in the active intruder's ball cap to capture a firsthand account of the exercise as well as eight other cameras capturing the exercise was part of the unique design of this plan.

"Emergency management plans are created but in order to ensure their effectiveness during real emergencies, they need to be tested," Emergency Management Analyst Holly Tobin said. "It allows them to test their emergency plans in a safe environment, identifying gaps and areas for improvement and making those changes so a real response will run smoother."

To see a video of the full-scale exercise, visit: [www.mun.ca/emergency/events/ECC2013/](http://www.mun.ca/emergency/events/ECC2013/).

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**DURING EMERGENCY PREPAREDNESS WEEK 2014** the OCRO organized an Emergency Preparedness Fair

([www.mun.ca/emergency/events/preparefair/](http://www.mun.ca/emergency/events/preparefair/)). Partners from the community set up booths including the Royal Newfoundland Constabulary, the St. John's Regional Fire Department, Eastern Health, the Salvation Army, Public Safety Canada, Fire and Emergency Services, Red Cross, St. John

Ambulance, and Advanced Education and Skills (Emergency Social Services). Demonstrations were given of police dogs and a bomb disposal robot. There was an opportunity for participants to try on tactical gear and a bomb disposal suit while the Salvation Army provided refreshments for those who attended.

The Emergency Preparedness Fair also included a **DISASTER CHEF CHALLENGE** which challenged faculty, students and staff to create recipes from non-perishable food items on a camp stove. ([www.mun.ca/emergency/events/disasterchef/](http://www.mun.ca/emergency/events/disasterchef/))



## Goal 4: Facilitate communication with the university community on how to prepare and mitigate potential risk and emergencies.

**ACTIVE INTRUDER TRAINING:** Approximately 1,000 new St. John's campus residence students gathered in the Arts and Culture Centre for an Active Intruder Training session. These will be done each September and include presentations on safety, security, etc. from various departments. Grenfell Campus residence students also received Active Intruder Training. In addition, approximately 350 faculty, staff and students attended sessions on the St. John's campus during the Fall 2014.

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**ERM COLLABORATED WITH THE FACULTY OF ENGINEERING AND HUMAN RESOURCES** to organize a staff development day for about 50 employees in the Faculty of Engineering. The interactive session included active intruder discussion exercises, incident charades, an emergency kit memory challenge and an overview of the OCRO.

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For the second year, Environmental Health and Safety, and ERM set up a booth at the **GRADUATE STUDENT FAIR**, providing information handouts and prizes to attendees.

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**THE OCRO CONTRIBUTES TO STUDENT ORIENTATION HANDOUTS**, ensuring emergency numbers are placed on clipboards handed out to new students. Student handbooks handed out by the student unions also contain advertisements from Environmental Health and Safety and Emergency Management as well as information on emergency preparedness.

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**CRITICAL INCIDENT STRESS MANAGEMENT (CISM):** This is a comprehensive, integrated, systematic and multi-tactic crisis intervention approach to managing critical incident stress after traumatic events. The goals of CISM are to mitigate the impact of the event (lower tension) and facilitate normal recovery processes, in normal people who are having normal reactions to abnormal events.

In October 2014, the OCRO provided a refresher workshop for staff/faculty who are trained in CISM. The training involved standardized patients from the Faculty of Medicine to portray a variety of psychological responses to a simulated emergency. CISM volunteers had to calm them down, reassure them and make sure they had resources available to support them post-emergency.

**THE OCRO HELD TRAINING FOR RESIDENCE ASSISTANTS/RESIDENCE COORDINATORS IN 2014.**

This was the first time all four units under the OCRO came together to provide training. The two hour presentation on the St. John's campus, followed by a practical learning exercise, included:

CEP

- Substance abuse
- Property damage
- Theft
- Medical emergencies
- Investigations
- Officer question and answer

Fire Safety

- Hazards
- Fire safety guidelines
- Types of extinguishers
- Evacuation procedures
- Assembly points
- Role of the emergency warden

Emergency Management

- Emergency Management Plan
- Top threats (including active intruder)
- Student Housing's business continuity plan
- Residence staff's role in an emergency

The Amazing Race

- Fire drill: Successfully evacuate a floor of Paton College
- Spot the residence room hazards: Spot 12 hazards in a Burton's Pond bedroom
- Recall: Memorize and recall sections of the volunteer agreement
- Make a call: Take pictures with six emergency phones on campus
- Shelter set up: Set up four cots in perfect formation



## Goal 5: Implement strategies to minimize the impact of threats/emergencies.

ERM is continually implementing mitigation strategies in the event of an emergency as well as preparing post incident reports to improve our response after an emergency, minimizing future and potential risks to the university community.

**IN PREPARATION FOR HURRICANE GONZALO** several departments met in October to ensure prevention and mitigation measures were in place. A larger university wide meeting was held, as well, to ensure all areas of the university were aware of the risks, had appropriate measures in place in advance and understood how to respond. This included representatives from the Office of the VP (Finance and Administration), Facilities Management, Marketing and Communications, Human Resources, Office of the Provost and VP (Academic), Student Affairs and Services, Office of the VP (Research), Registrar's Office, Student Housing, Marine Institute, Grenfell Campus, DELTS, Environmental Health and Safety, CEP, Office of the Chief Information Officer and The Works.

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**GRENFELL CAMPUS HELD A DISCUSSION BASED EMERGENCY EXERCISE IN JUNE 2014.** The scenario involved an explosion in one of the chalets testing the activation of their Emergency Operations Centre, the emergency notification system, CEP response and emergency shelter preparedness.

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**EBOLA PLANNING:** The ERM has a preparedness planning team in place in the event of an Ebola case in Newfoundland. As part of the larger Emergency Management Plan, strategies are in place to minimize risk to the university community.

## Goal 6: Co-ordinate the provision of emergency response to campus communities.

**FIELD HOUSE INCIDENT:** On Feb. 18, 2014 CEP responded to a shooting incident and ERM prepared the post incident summary report which included several areas of improvement from all units involved. Recommendations included additional preparedness, prevention and mitigation strategies going forward.

**CHEMISTRY BUILDING FIRE:** On Nov. 6, 2014 a fire resulted in partial activation of the Emergency Operations Group and closure of the building for several days.

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On Feb. 23, 2014, **THE MI EMERGENCY OPERATIONS CENTRE GROUP RESPONDED TO A FIRE IN THE FOOD CHEMISTRY LAB** which was caused a small explosion. The sprinkler system was activated and suppressed the fire. There were no injuries and limited damage to the lab. A post-incident report was produced and new procedures for students with access to labs after hours were implemented as a result.

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**MARINE INSTITUTE'S SAFETY AND EMERGENCY RESPONSE TRAINING CENTRE (SERT)**

**MENINGITIS SCARE:** In March 2014, an employee of the Stephenville Airport Corporation, which contains the SERT offices, fell ill. The Occupational Health and Safety Nurse re-established the 3C campaign promoting good hygiene to help prevent the spread of any type of communicable diseases throughout the year, including flu season. Memorial's Occupational Health and Safety Nurse was available by phone to answer any questions or concerns from staff and students on who could potentially be affected.

## Goal 7: Expedite recovery in the event of a level 2 or 3 emergency.

**DARK NL:** In January 2014, St. John's Campus (Science Building, Bruneau Centre, Arts Building, QEII Library, Printing Services, University Centre, The Battery, Field Hall and the Aquarena), the Grenfell Campus and Marine Institute all incurred damages as a result of a power outage and cold temperatures. The incident from January 2-8, which induced a Level 2 response, resulted in power outages and closures. This prompted the partial activation of the Campus Emergency Response Team (CERT) who collaborated with other key university faculty/staff.

## Goal 8: Improve and maintain Memorial’s insurance portfolio.

Diagram 2: Insurance policy/premiums and providers

### INSURANCE POLICY/PREMIUMS AND PROVIDERS

POLICY	PROVIDER	PREMIUM
Liability	CURIE	\$334,162
Property	CURIE	\$767,701
Automobile	Aon	\$44,483
Non-Owned Automobile	Marsh	\$6,762
Crime	Marsh	\$10,992
Boiler & Machinery	Marsh	\$71,174
Catastrophic Accident	Marsh	\$32,515
Fine Arts	Marsh	\$5,470
Errors and Omissions (Visiting Health Sciences Student Program)	Marsh	\$5,525
Human Investigation Committee	Marsh	\$2,500
Hull and Machinery	Marsh	\$36,350
Marine Equipment Floater	Marsh	\$32,150
Airport Premises Liability	Marsh	\$4,631
Travel Accident	Marsh	\$5,480
Directors and Officers UK	Marsh	\$2,900
	<b>TOTAL</b>	<b>\$1,362,795</b>



Memorial University currently has nearly **\$3 billion** worth of property and contents that is covered by **CURIE** through the property policy.

**Diagram 3: Insurance and claims summary**

**2014 INSURANCE AND CLAIMS SUMMARY**

In 2014, the largest claim was for Dark NL, which resulted in damages to a number of Memorial University properties. These claims, along with many others from 2014 are still ongoing. Estimates on loss are approximate.

**Property** – Dark NL – Extensive damage to numerous buildings on campus. The Battery and Arts and Administration buildings sustained the most significant damage.

Battery – \$600,000	Arts - \$200,000
Science - \$58,000	Business - \$2,000
Mount Scio Warehouse - \$3,800	Chemistry – \$500
Library - \$800	Engineering - \$200
Bruneau - \$29,000	Business - \$6,000
Printing Services - \$6,000	Boiler Plant (Diesel Fuel) - \$35,000
OSC - \$3,400	Personal property - \$15,000

**Total est. \$993,900** (Not fully received)

No other property claims were submitted to insurance in 2014. A number of losses occurred which were either below the property or departmental deductibles. The majority of claims consisted of leaks and minor fires. Rough estimate of damages - **\$65,000**

Chemistry building fire – Damages are recoverable from third party insurance.

**Liability** – 1 slip and fall (\$8,800), third party vehicle claim (\$1,528) - **\$10,328**  
Other payout consisted of third party property (vehicle) damage - approx. **\$8,800**

**Boiler and machinery** – Dark NL claim also partially falls under this policy.  
Power line failure (Queens College) - \$95,000 est.  
Hydraulic elevator claim denied – approx. \$60,000  
Other water leak losses – approx. \$40,000 – Total **\$100,000** (not coverable under insurance)

**Auto incidents** – **\$18,000** (approx.) payable by insurance (Memorial at fault). In addition to **\$21,760** paid (recoverable from third party insurance).  
Additional **\$5,000** (approximate) paid (minor claims under deductible, payable by departments).

**Non-owned auto** – No claims were submitted to insurer under this policy. A number of losses occurred, however, generally under departmental \$1,000 deductible or covered under AMEX. **\$4,000** (approx.) in losses.

**Crime** – N/A  
**Catastrophic accident** – N/A  
**Fine arts** – N/A  
**Errors and omissions: Visiting students** – N/A  
**Hull and machinery** – N/A  
**Marine equipment floater** – N/A  
**Airport premise liability** – N/A  
**Travel accident** – N/A  
**Directors and officers (UK)** – N/A



**ERM MAINTAINS A COMPREHENSIVE INSURANCE PORTFOLIO FOR MEMORIAL TO HELP REDUCE FINANCIAL RISK THE UNIVERSITY MAY FACE.**

During the spring of 2014, ERM entered into a contract with Compass Risk Management to conduct a thorough review of the insurance policies at Memorial. This review identified some gaps in coverage, which ERM has been working to fill. From this review, ERM will develop an insurance guide, which was produced by Compass Risk Management, that can be distributed to the university community.

Along with transferring risk through traditional insurance policies, ERM also utilizes two self-insurance strategies. Memorial has opted for a high deductible of \$250,000 for its property insurance through the Canadian University Reciprocal Insurance Exchange (CURIE), however, departments are charged a deductible of only \$10,000. As a result there is a premium difference between the two deductible amounts and that extra premium funds the Property Insurance Trust Fund (PITF) which is then used to cover losses between \$10,000 and \$250,000.

The Lower Insurance Deductible Program (LIDP) was introduced in 2011 as a pilot project and is still in use by several departments as a way to lower the \$10,000 deductible based on additional premiums charged to the users of the program. ERM is currently reviewing this program to see if it is viable to operate university wide.

## Goals for 2015

- **CONDUCT RISK EDUCATION AND DEVELOP THE RISK PROFILES** for St. John's, Grenfell and MI campuses.
- **IMPLEMENT** the Risk Advisory Committee.
- **DEVELOP AND IMPLEMENT A RISK MANAGEMENT POLICY** and review the need for a risk governance policy.
- **INITIATE THE DEVELOPMENT OF A NEW AND COMPREHENSIVE VEHICLE POLICY** which would consolidate five existing policies owned by various campus entities and clarify procedures related to our insurance portfolio.
- **MIMS:**
  - Implement an additional MIMS Module, Guardtour, for CEP personnel. GuardTour will allow CEP officers to have mobile access through a smartphone or tablet to dispatches, posts, routes and checkpoints, providing a safer work environment for officers working alone as well as increased accountability.

- Following a detailed analysis of the current pilot project, implement a pan university roll out of MIMS. Additional users, for example disability reporting (HR), Student Code of Conduct and medical reporting at the St. John's campus; CEP and Student Housing at Grenfell; and Marine Institute's Offshore Safety and Survival Centre will be added.
  - Implement a MIMS quality assurance program and ensure case management follow up and/or closure.
  - Compile monthly MIMS statistical reporting for all OCRO units, incorporating other unit incident activity.
- **EXPAND EMERGENCY PREPAREDNESS INITIATIVES** that have been established on the St. John's campus to the Grenfell and MI campuses. Examples include: Disaster Chef Challenge and the Amazing Race Exercise for residence assistants orientation and training.
- **EXPAND OUR BUSINESS CONTINUITY DEVELOPMENT** support to such entities as the Marine Institute's Offshore Safety and Survival Centre and Facilities Management.
- In October 2015, **EXERCISE VIGILANCE 2015** will take place. The OCRO began planning with multiple community partners in 2014 for the interagency tabletop exercise to test a common platform for emergency management partners to exchange/share information during an emergency situation at the Emergency Operations Centre level. It will be a multi-agency exercise hosted by the provincial department of Fire and Emergency Services in partnership with the City of St. John's. Memorial University will run a tabletop exercise parallel to the other organization's exercises on October 22, 2015. It will involve our Emergency Operations Centre Group and will test their ability to share situational reports with outside agencies and to gather relevant information from the same agencies.
- **A Marine Institute tabletop exercise is planned for 2015**, utilizing social media simulation software. The overall purpose of this tabletop is to test the Marine Institute's Emergency Management Plan and determine the organization's readiness to respond to Level 2 and 3 emergencies. The exercise will involve the Emergency Operations Centre Group, Marketing and Communications, Students Affairs and Services, academics and industry clients.

## CAMPUS ENFORCEMENT AND PATROL (CEP)

*“CEP strives to ensure our campus is secure and safe. While we are dedicated we need the co-operation, help and support of our community to assist us to reach our goals. It’s important to realize that security and safety is everyone’s responsibility. Our community has close to 20,000 students, faculty and staff. If everyone is security and safety conscious that can be a powerful and positive contribution towards a safer campus.” – John Browne, Manager, Campus Enforcement and Patrol*



## Goal 1: Through the Community Policing Model provide a safe and secure campus for students, faculty, staff and visitors on campus.

CEP COLLABORATES WITH STUDENT AFFAIRS, STUDENT HOUSING AND THE MEMORIAL UNIVERSITY OF NEWFOUNDLAND STUDENTS UNION to educate the university community on safety and security:

- CEP was involved in several presentations including the Active Intruder Training sessions **(see page 11)**
- Worked with other OCRO units to train residence assistants/residence coordinators on various risk and emergency protocols including substance abuse, theft, as well as an opportunity for an officer question and answer **(see page 12)** ([www.youtube.com/watch?v=a6uMMD2otAc](http://www.youtube.com/watch?v=a6uMMD2otAc)).

### Cameras and blue phones

CEP has 32 emergency phones on the St. John's campus. The phones, located strategically to enhance public safety on campus, are distinctly marked with blue led and do not require dialing. The caller pushes a button for immediate contact with the Communications Control Centre. The Officer also has a visual on the caller with a camera pointed on the phone.

CEP also has hundreds of cameras on campus. Because CEP has been part of the planning process of new construction and/or renovations, all new buildings have cameras on each entrance and in public areas. "Cameras act as a deterrent to those who may think about committing a crime and also assist CEP in solving cases where crimes have been committed," says CEP Manager John Browne.



**Goal 2: In conjunction with the Vice-President (Finance and Administration), facilitate the completion of a review of CEP operations and resources.**

### **The Browne Report: Ensuring a safe and secure learning environment**

In 2014, the Vice-President (Finance and Administration), through the OCRO, engaged retired Royal Newfoundland Constabulary Chief Joseph Browne to conduct a comprehensive review of CEP to ensure Memorial University continues to be well equipped to meet the changing needs of providing comprehensive protection of people and property on university campuses.

The review looked at a number of areas including CEP's mandate, the reporting structure, training and education of officers, operational needs and resourcing, as well as the relationships with existing law enforcement agencies and with Eastern Health.

To help facilitate the report, CEP was responsible for setting up meetings with key stakeholders on campus, including officers, during the consultation phase. As well, CEP researched other universities' policies and procedures, equipment, security models and personal protective equipment to advise on report recommendations.

The Browne Report proposes a number of recommendations including:

- Approval of a formal mandate for CEP.
- Change CEP's reporting relationship from Facilities Management to the OCRO.
- Establish a conduct review board.
- Appoint a CEP training coordinator and redevelop the CEP training plan.
- Establish a team commander position.
- Transfer parking administration responsibilities to Facilities Management.
- Designate CEP Officers as special constables.
- Create a use of force policy and include a use of force continuum.
- Equip CEP Officers with collapsible batons.
- Develop and implement a focused recruitment strategy.

In 2015, CEP will work with the OCRO on the development, release and implementation of the report, as well as communication strategies associated with the release, providing support as required.

### Goal 3: Support the design and implementation Memorial's Incident Management System (MIMS).

(See page 7)

**AS PART OF THE IMPLEMENTATION FOR MIMS**, CEP was instrumental in:

- The request for proposals process with demos from several different vendors as well as trials and the configuration process.
- Providing statistics and advice on past incidents to determine incident and dispatch modules to be included in the system.
- Training Officers and assisting in the roll out to the CEP team.

### Goal 4: Develop and implement a recruitment and retention strategy.

**IN 2014, CEP BEGAN AN AGGRESSIVE RECRUITING CAMPAIGN** for Officers and made a commitment to fill the gaps in personnel, caused partly by the termination of a Shared Services Agreement (SSA) with Eastern Health. CEO also increased its commitment to providing a supportive and encouraging workplace to improve retention of staff.

**IN MAY 2014, MEMORIAL UNIVERSITY AND NEWFOUNDLAND & LABRADOR ASSOCIATION OF PUBLIC EMPLOYEES (NAPE) WERE SUCCESSFUL IN CONCLUDING NEGOTIATIONS FOR THE 2012 - 2016 CAMPUS ENFORCEMENT AND PATROL PERSONNEL (LOCAL 7803 AND 1804) COLLECTIVE AGREEMENT.** The achievement of this successful agreement was attributed to the collaborative effort by both parties in streamlining and improving processes, modifying language, and developing creative solutions to address various agreement issues. A few achievements to highlight from this round of negotiations were improvements made to the efficiency of CEP's Corporal Roster competitions, improvement to collective agreement language such a family leave to establish clarification of criteria, fine-tuning of the Corporal temporary assignment process, among many others.



### On duty for charity

Campus Enforcement and Patrol (CEP) Officers Wendy Murphy and Lynette Wells received the President's Award for Exemplary Service in 2014. The first CEP officers to receive this award, Murphy and Wells have made it their mission to raise awareness and funds for Special Olympics. Wells is director and Murphy is the assistant director representing CEP and Memorial University in the Newfoundland and Labrador Law Enforcement Torch Run since 2001. The two organized and established a Memorial University Special Olympic 5 KMS walk/run on campus and were both members of the organizing committee for the Law Enforcement Torch Run Polar Plunge.

Officers Murphy and Wells are also involved in CEP's Operation Toys for Kids program, are part of the Residence Council Safety Review Committee, members of the Campus Enforcement Honour Guard and are the only ATLANTIC UNIVERSITY representatives with the Atlantic Women in Law Enforcement. They also participate in the Student Housing Orientation Program for resident co-ordinators and assistants and volunteer to give formal safety and security talks in the residences.

*“Our job at CEP enables us to do what we do and to do it representing CEP and MUN... I appreciate the fact that our job enables us to promote the university in a positive manner across the province, the country and internationally, and to help our causes along the way makes it all worth it.” – CEP Officer Lynette Wells.*

“While it is a great honor for Wendy and Lynette we consider the awards as recognition for our department,” said CEP Manager John Browne. “We have many men and women who do great work, over and above what is required for their community.”

## ENVIRONMENTAL HEALTH AND SAFETY (EHS)

*“The safety you experience on campus is due to the combined efforts of so many different departments and individuals. Safety is a collective responsibility and we rely on every single member to contribute to the safety of our campus and to report hazards.” – Barbara Battcock, Associate Director, Environmental Health and Safety.*

### Goal 1: Further develop and engage Occupational Health and Safety (OHS) Committees.

Memorial has 33 legislative building Occupational Health and Safety (OHS) Committees. Our 2014 goal was to have all committees functional to ensure they meet their legislative requirements and complete tasks that ensure proactive risk management.

**TRAIN OHS COMMITTEE MEMBERS:** Workers Health and Safety Compensation Commission's approved OHS committee training was offered to all committees, free of charge. Sixty-three per cent of all members are trained.

**PROVIDED NEEDED TOOLS TO EACH COMMITTEE:** Access was provided to all committees to the current OHS legislation. This included Memorial policies, procedures and templates; any relevant Codes of Practice and industry standards.

**ASSIGN EHS REPRESENTATIVE TO HELP EACH OHS COMMITTEE MEET LEGISLATION:** A resource was assigned to provide oversight and guidance on OHS concerns.



Diagram 4: Audit of OHS Committees

AUDIT OF OHS COMMITTEES



## Goal 2: Monitor and audit the health and safety management system for continual improvement and to decrease the number of lost time injuries.

**EHS CONTINUED TO IMPROVE ITS SAFETY MANAGEMENT SYSTEM (SMS)**, which provides Memorial with clear direction on how to manage workplace health and safety issues, at the same time helping to cover its due diligence. To ensure due diligence was achieved, EHS conducted inspections, risk assessments, incident investigations, safety training and audits.



## INCIDENT INVESTIGATIONS

On October 24, 2014 an incident occurred at the Marine Institute's Offshore Safety and Survival Centre (OSSC) South Side Campus located at Pier 25 in St. John's. OSSC instructors were conducting an evacuation exercise with a 50-person lifeboat, launching with 11 students inside when a manual on-load release was created by the coxswain causing the boat to fall six to eight feet to the water below. No injuries or distress resulted from this event and the next phase of the training exercise commenced.

In case of emergency this vessel is outfitted with a hydrostatic override lever which is protected by guarding, preventing accidental operation. Following the primary field investigation it was determined that a plastic guard that protects the hydrostatic override had been displaced and was discovered by a Harding Safety service engineer on the floor area near the conning tower inside the lifeboat.

OSSC personnel contacted the training coordinators of the 11 students that were involved in the incident and the Chief Risk Officer was notified. On Oct. 28 an investigation, which involved EHS, was initiated by the operators involved (Husky Energy, Suncor, Exxon Mobil/Hibernia Management Development Corporation). The objectives of the investigation included:

- Determination of the factual sequence of events;
- Obtaining interviews and witness statements required to support investigation accuracy;
- Identification of management systems applicable to the task being conducted;
- Identification of all contributing factors and immediate cause(s);
- Perform formal root cause analysis with TapRoot, a systematic process, software, and training tool;
- Developing recommendations to prevent recurrence;
- Identifying, record and manage lessons learned and;
- To ensure that the final report would be supported by photographs, diagrams, witness statements, interviews, root cause analysis and relevant documentation.

The investigation team held meetings for several weeks with over eighty hours of analysis for final report development.

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In November 2013, EHS was informed of an issue in the Arts and Sciences Building at Grenfell Campus, pertaining to a recent project that involved refinishing the hardwood floor in the gymnasium. The hardwood floor was finished by Centaur Products. The application of the finishing products resulted in high levels of volatile organic compounds in the building, which led to numerous complaints and concerns regarding exposure of occupants and members of the public to these chemicals. It also led to a delayed reopening of the gymnasium since odours from the finishing products continued to persist up to two months after the completion of the project.

A request was sent to the Chief Risk Officer for support from EHS representatives from the St. John's campus, to assist in the follow up and investigation of the incident. The gymnasium reopened in January 2014. Factors that contributed to the incident were inadequate Material Safety Data Sheets and ventilation, lack of communication among stakeholders and weak overall project planning.

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### THIRD PARTY INSPECTIONS

In November 2014, Canadian University Reciprocal Insurance Exchange (CURIE), on behalf of Memorial, contracted Risk Management Services (RMS) to conduct an audit of several buildings across the university. The purpose of the audit was to review current laboratory safety and chemical storage practices. The audit consisted of three main areas:

- Assessment of the overall physical condition of equipment (as encountered during survey).
- Assessment of chemical storage and handling methods.
- General laboratory safety.

Although numerous deficiencies were noted in laboratory areas at the time of the survey, RMS noted that Memorial "has a good system in place regarding laboratory safety equipment, fire protection equipment and experience of personnel on location that in fact will continue to aid in managing risks at your property."

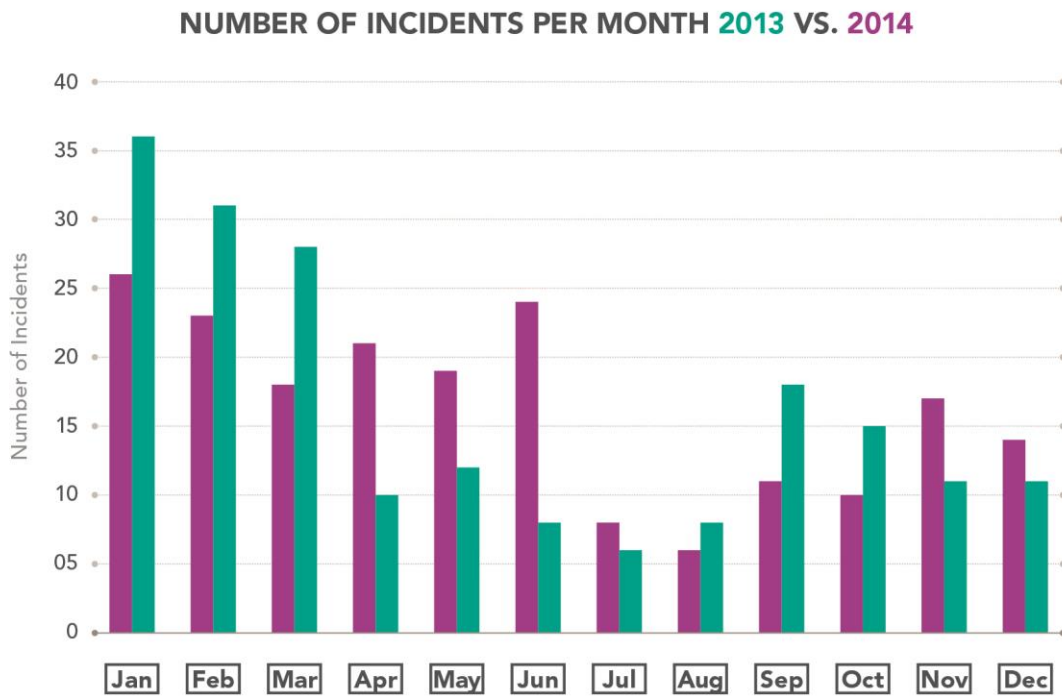
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In 2014, the Public Health Agency of Canada visited Memorial and completed an inspection for compliance with the Human Pathogens and Toxins Act S.C., 2009, c. 24 (HPTA) and the Canadian Biosafety Standards and Guidelines (CBSG), 1<sup>st</sup> Edition, 2013.

Nine laboratories in the Faculty of Medicine were inspected. A total of 11 minor non-compliances were identified, which can be categorized as either laboratory specific (i.e. infrastructure requirements) or biosafety program specific (biohazardous waste management, training, medical surveillance). The biosafety program specific non-compliances have been resolved with the development of a new, CBSG based biosafety manual. No major non-compliances were observed, and inspectors highlighted the "good knowledge of biosafety and applicable standards by the principal investigator, the Biosafety Officer and laboratory personnel."

EHS DATA (INCIDENTS STATUS, INSPECTIONS, SAFETY TRAINING, LOST TIME INJURY FREQUENCY)

Diagram 5: Incident status



197

Total incidents reported in 2013

194

Total incidents reported in 2014

Diagram 6: Inspections

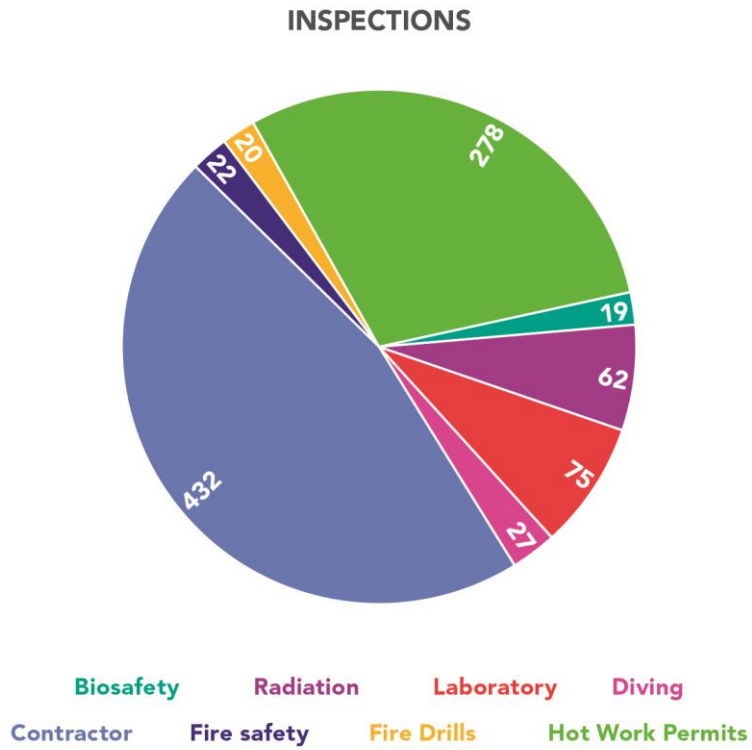
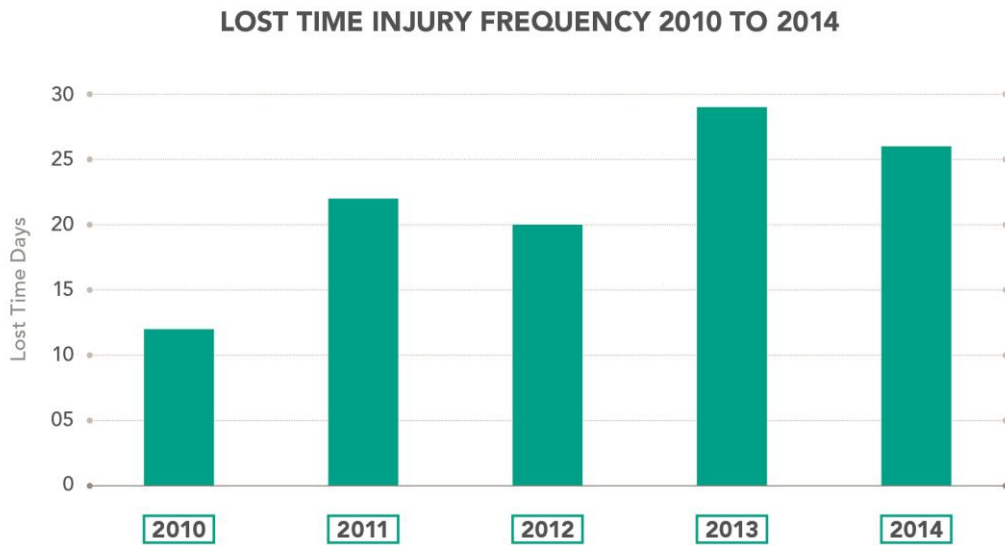


Diagram 7: Safety training

SAFETY TRAINING			
Aerial Lift	35	Lab Safety	2212
Asbestos Awareness	21	OHS Committee	25
Boom Lift	8	Power Line Hazards	67
Chemical Exposure	13	Radiation Safety	29
Compressed Gas	1	RPP Training	35
Confined Space	10	Scissor Lift	8
DAN 02	1	Standard First Aid	43
Emergency First Aid	4	TDG (Air)	2
Emergency Warden	69	TDG Class 7	2
Fall Protection	16	TDG (Ground)	16
Fire Safety Brief	99	TDG	6
Fit Testing	112	WHMIS	2887

Diagram 8: Lost time injury



## Goal 3: Improve the health and safety culture and leadership across the university.

A positive safety culture at Memorial is directly linked to improving overall safety performance. Workplace safety must be owned by everyone and supported at all levels. An independent gap analysis and safety culture assessment was conducted to interpret the perception at the university. To measure the perception, the participants were provided with five descriptive statements, the options consisted of:

Diagram 9: Gap analysis and safety culture assessment descriptive statements

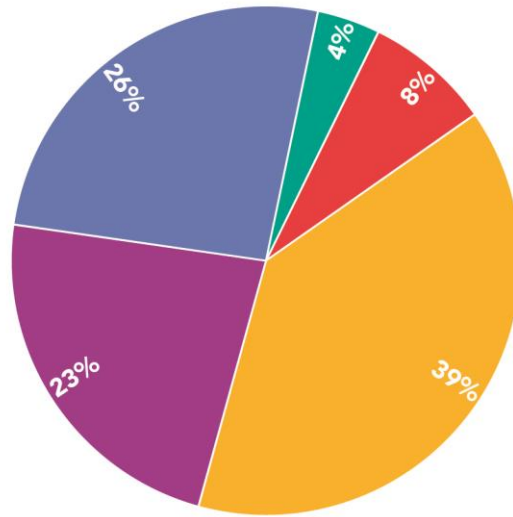




## INDEPENDENT SAFETY CULTURE ASSESSMENT - GAP ANALYSIS AND SAFETY CULTURE ASSESSMENT

Diagram 10: Gap analysis and safety culture assessment pan university perception

### PAN UNIVERSITY PERCEPTION OF MEMORIAL UNIVERSITY'S SAFETY CULTURE



**Level 1:**  
**Pathological**

**Level 2:**  
**Reactive**

**Level 3:**  
**Calculative**

**Level 4:**  
**Proactive**

**Level 5:**  
**Generative**

Diagram 11: Independent gap analysis and safety culture assessment perception comparison

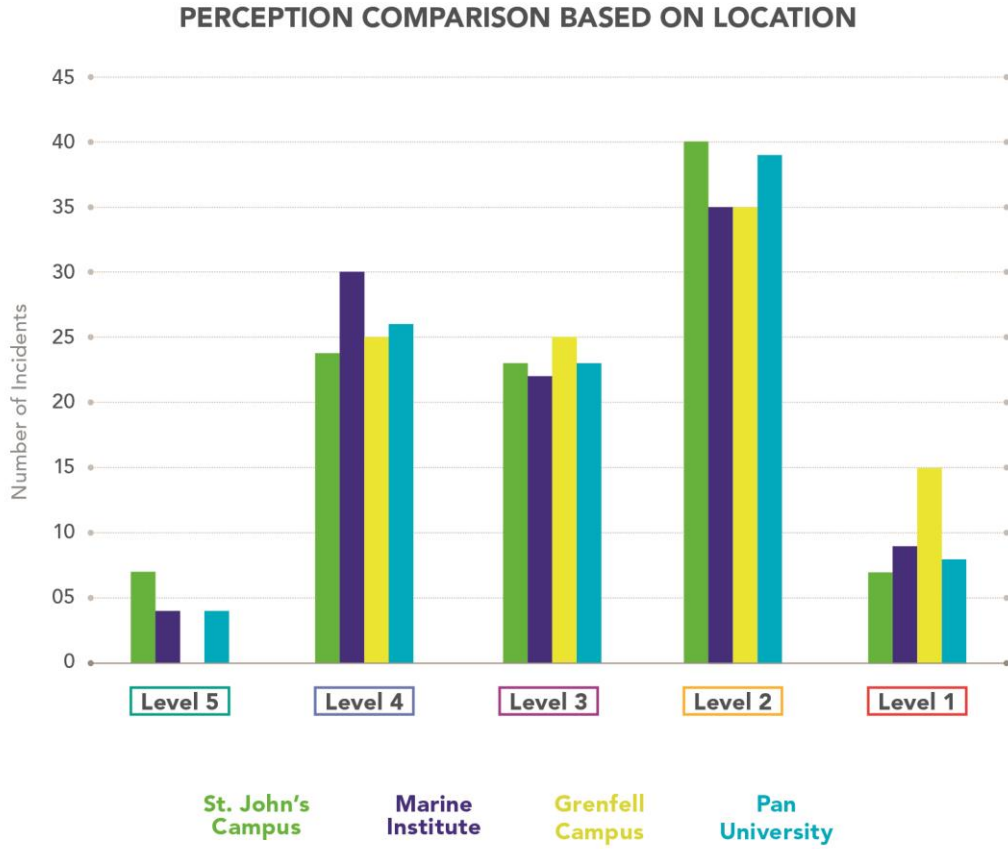
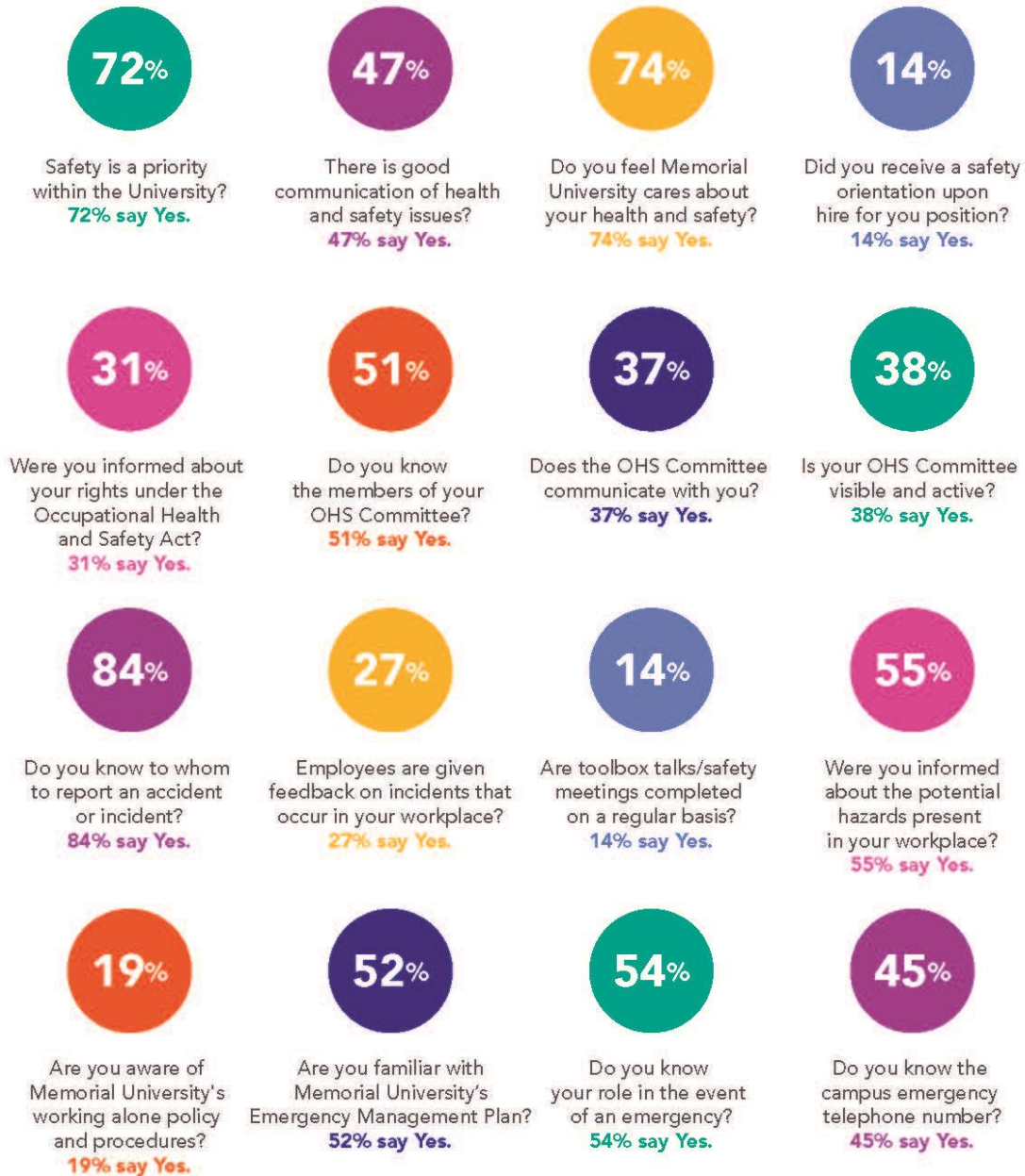


Diagram 12: Gap analysis and safety culture assessment



## ACTIVE INTRUDER AWARENESS SESSIONS (See page 11)

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**CUSTODIAL SAFETY BLITZ:** In October 2014, EHS members presented to Memorial University's custodial staff. Over four days they presented to almost 100 people on safety awareness that included information on asbestos, radiation, chemical and fire safety.

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### Clean Sweep

EHS is committed to providing guidance on the management of chemicals and chemical wastes. Proper management of hazardous materials reduces the risk to employees and the public, minimizes the risk of release of hazardous materials into the environment and enables the university to better manage the cost of disposal. EHS held its fourth annual Chemical Clean Sweep in June 2014.

Throughout the year, EHS uses opportunities such as Clean Sweep to recommend waste minimization through the adjustment of purchasing practices.

Recommendations include:

- Purchasing the smallest quantity possible.
- Process modification – the elimination of materials that would result in the generation of hazardous wastes and scaling down experiments to a micro scale in order to decrease the amount of waste generated.
- Product substitution – using less hazardous materials where possible.

### Electronic inspections

In 2014, the OCRO purchased tablets for future inspections to be recorded electronically. Paper inspections require double entry as inspectors are often required to enter data from inspections into a computer. The software allows report generation, printing and emailing.

“Most advisors find themselves drowning in paperwork and often have complex filing systems. Safety inspection software will securely store inspection data on a regularly backed-up server. The entire inspection history on any one item can be found in minutes using a search function. There’s no need for paper at all,” says Barbara Battcock, Associate Director, Environmental Health and Safety.

Ms. Battcock explains that the electronic submissions will also reduce human error as the software will automatically prompt the user if all fields are not checked. The new method completely eliminates the need for paper in the inspection process with a faster delivery of inspection service which, in turn, prevents incidents.

## Goal 4: Improve the Chemical Inventory Management System.

Recognizing the importance of having the most accurate chemical inventory information, EHS contracted a third party to complete a pan university chemical inventory assessment. This inventory assessment was a two phased approach.

- Phase 1 consisted of an onsite inventory assessment of Workplace Hazardous Materials Information System (WHMIS) controlled products stored/used in laboratories. The assessment team handled approximately 45,000 chemical containers during their six weeks on campus which resulted in approximately 15,000 unique chemicals being identified.
- Phase 2 was the indexation of vital safety information related to these chemicals, such as required personal protective equipment, WHMIS classification, the National Fire Protection Association diamond, and Transportation of Dangerous Goods.

The inventory assessment is the foundation on which the electronic Chemical Inventory Management System will be implemented. This assessment will assist with the seamless transition into the new electronic chemical inventory management system, scheduled to go live in 2015.

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### GOALS FOR 2015

#### WORKPLACE OHS COMMITTEES

- Amalgamate and streamline OHS committees;
  - Assign an EHS team member to assist with OHS committee activities.
- 

#### IMPROVE THE SAFETY MANAGEMENT SYSTEM

- Implement an electronic chemical management system.
  - Provide EHS zone coverage to St. John's campus and MI.
  - Implement a new biosafety program pan university to meet new Canadian Biosafety Standards and Guidelines.
  - Perform a pan university Safety Management System audit.
- 

**DEVELOP A PLAN TO ENGAGE SENIOR MANAGEMENT** to ensure the availability of resources regarding workplace requirements.

## OUR PEOPLE



### TEAM BUILDING DAY

Habitat for Humanity – July 18, 2014. All OCRO staff spent the day volunteering on a build site.

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Kris Parsons, Chief Risk Officer

Louise Green, Administrative Staff Specialist II

Pamela Crane, Human Resources Advisor

Michelle Osmond, Communications Co-ordinator

### Enterprise Risk Management

Karen Alexander, Manager (acting)

Dave Janes, Co-ordinator

Holly Tobin, Emergency Management Analyst

Mary Beth Delaney, Risk Analyst

Carolyn Lacey, Risk Analyst

Helen Bennett, Secretary

Robbie Piercey, Administrative Staff Specialist

### **Campus Enforcement and Patrol**

John Browne, Manager  
Jeff Fifield, Assistant Manager (acting)  
Ed Howlett, Investigations Officer  
Don Maloney, Investigations Officer  
Fred Rideout, HSC Assistant Manager  
Ruby Colbert, Intermediate Clerk Stenographer  
Marsha McEvoy, Intermediate Clerk Stenographer  
Susan Lane, HSC Intermediate Clerk Stenographer  
Joan Martin, HSC Intermediate Clerk Stenographer

### **Environmental Health and Safety**

Barbara Battcock, Associate Director  
Beth Campbell, Industrial Hygienist  
Rod Hobbs, RSO/BSO Officer  
Mark Bailey, EHS Advisor  
Melissa Burse, EHS Advisor  
Jon Collins, EHS Advisor  
Darrell Gosse, EHS Advisor  
Pat St. Croix, EHS Advisor  
Kendra Whelan, EHS Advisor  
Kendra Picco, EHS Advisor

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