Risk Management Steering Committee

MINUTES OF THE MEETING of May 22, 2014
4:00 – 5:30 pm, ASB Boardroom 120

Attendees: Kristi Simpson (Acting Chair), Kristi Simpson, Kane Kilbey, Andrew Coward, Tom Downie, Behram Dadachanji, Don Barnhardt, Jim Dunsdon, Rachael Scarth, Paul Stokes, Joanne McGachie, Murray Griffith, Ron Proulx, Ben McAllister, Daphne Donaldson, Andy Mavretic, Rhonda Ljunggren (recorder)

Regrets: Gayle Gorrill, Julia Eastman, Bruce Kilpatrick, Adrian Round, Kristi Simpson, Katy Mateer, Paul Stokes, Peter Keller

1. Approval of Agenda

The meeting agenda was approved as circulated.

2. Chair’s Remarks

Ms. Simpson chaired the meeting in the absence of Ms. Gorrill, and welcomed the committee members to the meeting.

3. Adoption of minutes of the meeting held October 31st, 2013

The minutes of the meeting held April 25, 2013 were approved as circulated, with two amendments to item 5.4 Emergency Planning Update:

- Bullet #5: the word “medications” amended to read “medical supplies.”
- Bullet #6: “student procedures being updated” amended to read “Student emergency procedures being updated.”

4. Business Arising:

Mr. Proulx noted that he had confirmed the heritage certificate status for the Water Tower, as requested under item 6.1.
5. New Business

5.1. Risk Register Program Update (A. Coward)

Mr. Coward provided a background overview of the university’s risk register program, also known in industry as Enterprise Risk Management (ERM). This program is currently undergoing a comprehensive review to confirm that it is consistent with current best practices. Universities in Canada known to have an ERM program were researched and some contacted directly with a request to share their processes, including their likelihood and risk impact scales. These included University of Alberta, UBC, Universities of Saskatchewan, Trent and Regina. Institutions in Australia, currently considered world leaders in ERM programs, were also contacted.

Recommended changes impact the following:

- Impact Scale
- Likelihood Scale
- Risk Reporting Template
- “Other” stakeholder consulting

1) Impact Scale – the recommended changes do not materially change the risk tolerances for the institution, but rather provide further clarity to the language in the risk impact scale. The addition of timeframes in the Reputation/Image impact provides a qualitative measure of time, consistent with the qualitative nature of the other risk impacts. A fixed impact value scale is also incorporated. The trend towards using more descriptive language is behind the adjustment from “Very Low to Very High” to “Insignificant to Severe.”

2) Likelihood Scale – the scale was updated to reflect the standard of integrating the qualitative to quantitative risks into one category of “likelihood.” Descriptive language has been modified from “Very Low to Very High” to “Rare to Almost Certain.”

3) Risk Reporting Template – now includes a requirement to tie a particular risk to the primary objective it corresponds to in the Strategic Plan. A suggested measurement tool has been added on a three point scale of “to be determined,” “insufficient,” and “sufficient.” An impact rating graph will also be added to the risk reporting table.

4) Other stakeholder consulting – the UVic organizational chart was consulted to confirm that all appropriate departments are consulted with on an annual basis to provide overall feedback on risks that impact the institution.

Committee discussion of the proposed changes included:

- The potential need for formal assessment, and who would conduct it?
- Risk ownership and responsibility
- The potential need for validation by a higher body if the process is changing

5.2 Risk Register Review – Medium Risks (A. Coward)

Mr. Coward noted that medium risks are looked at twice a year, which gives risks owners the opportunity to comment on changes made. In the fall the likelihood and impacts are reviewed to make sure they are reasonable, and in the spring, the risk mitigation strategy owners review the
risks to ensure the strategies are appropriate, and to review any changes. Changes to medium 
risks were reviewed by the committee.

5.3 Cyber Liability Review (B. McAllister)

Mr. McAllister advised the committee that UVic is in the process of reviewing its Cyber Liability 
exposure to see if it makes sense to insure the financial impact of the risk. Work is ongoing with 
the Privacy Office and Systems to identify the number of records stored electronically, and also 
to establish the number of records that could possibly be breached under a variety of scenarios. 
Once this work is accomplished, an evaluation will be conducted to ascertain the premium costs 
versus the costs of a breach.

Mr. McAllister concluded with a reminder from Systems and the Privacy office regarding the 

5.4 Emergency Planning Update (D. Donaldson)

Ms. Donaldson advised the committee that the beginning of May is national emergency 
preparedness week. UVic expands this over the month of May, with both an emergency 
exercise and a campus evacuation exercise taking place.

She also noted that as a result of the View Towers fire, some displaced individuals have been 
housed in UVic residences.

5.5 Business Continuity Management - Institutional Framework (B. McAllister)

Mr. McAllister provided a brief reminder that risk management is in the process of tweaking the 
online BCP tool and will be sending out requests for departments to complete this in the 
summer to facilitate late summer/fall updates.

Risk management is also in the very early stages of examining the program to see if there are 
opportunities to roll information up differently to assist in making institutional level decisions.

Action: Mr. McAllister will update the committee in the fall regarding any new developments.

5.6 Contractor Update (M. Griffith)

Mr. Griffith updated the committee regarding the determination of employment/employee vs. 
contractor cross-institutional initiative. This initiative is in response to the lack of 
clarity/inconsistent application of policies and processes arising from existing contracting 
policies and procedures. Process, policy and other documents on this initiative went to 
Executive Council earlier this week and received endorsement. The initiative has been working 
closely with Business, Continuing Studies and Island Medical Program.

There are two significant changes arising from the new policy. The first is that UVic will no 
longer contract with individuals or their companies if they are currently employed by the 
university (or other grant holders). Secondly, UVic will insist that contractors provide evidence
of adequate liability insurance and WorkSafe coverage. These new requirements are likely to cause some issues around campus, but there are alternatives such as paying individuals through payroll or facilitating the purchasing of insurance for small suppliers.

6. Reports

6.1 Due Diligence Reports

The due diligence reports from Finance and OHSE were received for information. As a result of licensing changes, there is no longer a need to require special occasion liquor licenses, hence no Student Affairs report on liquor licenses.

There being no further discussion, the meeting was adjourned at 4:50 pm.

Next meeting: October 30, 2014 - ASB Boardroom 120, 3:00 – 4:30 pm