Enterprise Risk Management (ERM)

The Role of the Chair in Ensuring Environmental Health and Safety

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Director EH&S

Department Chair Fall Forum
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UNIVERSITY OF CALIFORNIA, RIVERSIDE
Take a Safety Moment at the start of each staff meeting

Your Environmental Safety & Health Expectations?
Recent Events

- UCLA lab researcher died
  - LADA criminally charges UC Regents & Supervisor
- Texas Tech lab explosion injures student
- Yale student dies using lathe
- UCR student worker injured
  - Chancellor closes Chemistry labs
- Unsafe conditions at Agricultural Operations
  - Major college & EHS focus to correct
Societal Expectations

› Important Original Scholarly Work
› Cutting Edge Research
› Educated Community Members
› Medical Professionals
› Graduates

› Safe Learning Environment
› No Environmental Damage
› No Injuries
› Exemplary Behavior
Impediments to Success

- Unclear vision of success
- Unprepared personnel
- Hazards not corrected
- Decision makers unaware of issues
- Insufficient resources
- Miscommunication
- Apathy
Risk, *classically defined*

\[ \text{risk} = f(\text{hazard}) \times f(\text{frequency}) \]
Enterprise Risk

Categories

- Strategic
- Operational
- Financial
- Compliance
- Reputational

Levels

- Individual
- Unit/Group/Lab
- Department
- College/School/Org
- Campus
- System
Enterprise Risk Management (ERM)

- A process to identify potential events that may affect the entity and manage risk to be within its risk appetite, to provide reasonable assurance regarding the achievement of entity objectives.
ERM Organizational Structure:

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<th>Enterprise Risk Management</th>
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<tr>
<td><strong>TBD Executive Director</strong></td>
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<td><strong>ERM Division Leadership &amp; Management</strong></td>
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<tr>
<th>Continuity Planning</th>
<th>Emergency Management</th>
<th>Environmental Health &amp; Safety</th>
<th>Police Department</th>
<th>Risk Management</th>
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<tr>
<td>Mission Continuity</td>
<td>Lisa Martin Manager</td>
<td>Russell Vernon Director</td>
<td>Mike Lane Chief of Police</td>
<td>Erica Helander Director</td>
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<td>Business Resumption</td>
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<td>Business Impact Analysis</td>
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<td>UC Ready Continuity Program Administration</td>
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<td>Policy/Program Planning, Development &amp; Administration</td>
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<td>Training &amp; Outreach</td>
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- Strategic Emergency Initiatives & Mitigation
- Emergency Action Plan
- Emergency Operations Center & Incident Command
- Emergency Response
- Hazard Assessment & Mitigation
- Emergency Notification Systems
- Multi-Agency Coordination
- Crisis Management Team
- Emergency Response Plans
- Compliance
- Disaster Readiness Systems & Supplies
- Training & Outreach

- Fire & Life Safety
- Safety & Inspections
- Industrial Hygiene
- Travel & Field Safety
- Research Safety
- Lab Safety
- Biosafety
- Radiation Safety
- Laser Safety
- Public Safety
- Environmental Health
- Environmental Protection
- Waste Management
- Environmental Compliance
- Hazardous Materials Management
- Controlled Substances
- Chemical Inventory
- Training & Communication

- Enforcement
- Patrol
- CSO
- UNET
- Crime Prevention
- Reporting
- Communications
- Dispatch
- Investigation

- Risk Framework
- Risk Identification & Emerging Risks
- Risk Analysis, Evaluation & Treatment
- Data Analysis
- Predictive Analytics
- Insurance/Self-Insurance Program Administration:
  - Property
  - General Liability
  - Employment Practice Liability
  - Professional Medical Liability
  - Auto
  - Cyber
- Claims & Litigation Management
- Contract Review
- Certificates of Insurance
- Compliance
- Training & Outreach
Safety Culture Change Initiative

Vision:

- Value Shared by Everyone
- People Look Out for Each Other
- Cost of Doing Business
- Attention Paid to Key Safety Performance Indicators
- Actual Safety Performance Achieved
Safety Culture Maturity:

Unfocused: We see safety as costly and possibly impeding delivery. The main driver is production, safety is only considered for legal compliance.

Reactive: We respond after the incident. Blame the workforce and only deal with superficial causes so repeat incidents occur.

Calculative: We use some leading indicators and try and look for and eliminate hazards and risks. Systems compliance is the general focus. Blame is still focused on the workforce.

Proactive: We actively involve the workforce in the management of safety and use leading indicators. Safety is a key concern to all. Blame is shared.

Learning: Safety is how we do business. We have a healthy paranoia for safety and use soft and lead indictors of safety performance. Safety is a value held by everyone.
Role of the Chairs

1. Identify Departmental Health, Safety & Environmental (HSE) Performance Goals
2. Support Personnel to Achieve HSE Goals
3. Expect & Demand Support from College/School & Campus
4. Ask about Safety
5. Lead by Example
Chair’s Checklist

- Injury & Illness Prevention Plan
  - Department Safety Coordinator

- Chemical Hygiene Plan (for lab departments)
  - http://ehs.ucr.edu/laboratory/CHP/currentchps.html
  - Laboratory Safety Officer

- Building Emergency Plan
  - http://ehs.ucr.edu/emergency/
  - Building Supervisor for Emergency Conditions
  - Building Emergency Staff
Discussion

ISEM
Do Work Safely

Step 1
Define Work

Step 2
Analyze Hazards

Step 3
Develop Controls

Step 4
Perform Work

Step 5
Ensure Performance

www.ehs.ucr.edu/safety/ISEM/isem.html