

# UCR

# Enterprise Risk Management (ERM)

## The Role of the Chair in Ensuring Environmental Health and Safety

*Russell Vernon, Ph.D.  
Director EH&S*

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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

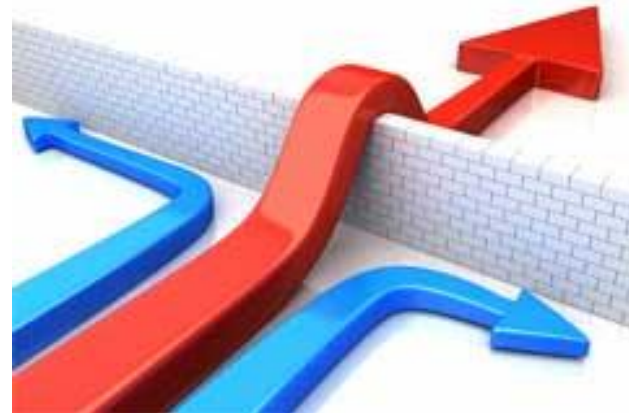
# Societal Expectations

- › 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*

➤ risk =  $f(\text{hazard}) * f(\text{frequency})$

**Severity**

	Low	Medium	High
High	Medium risk	High risk	High risk
Medium	Low risk	Medium risk	High risk
Low	Low risk	Low risk	Medium risk

**Probability**

■ Low risk    ■ Medium risk    ■ High risk

# Enterprise Risk Categories

- › Strategic
- › Operational
- › Financial
- › Compliance
- › Reputational

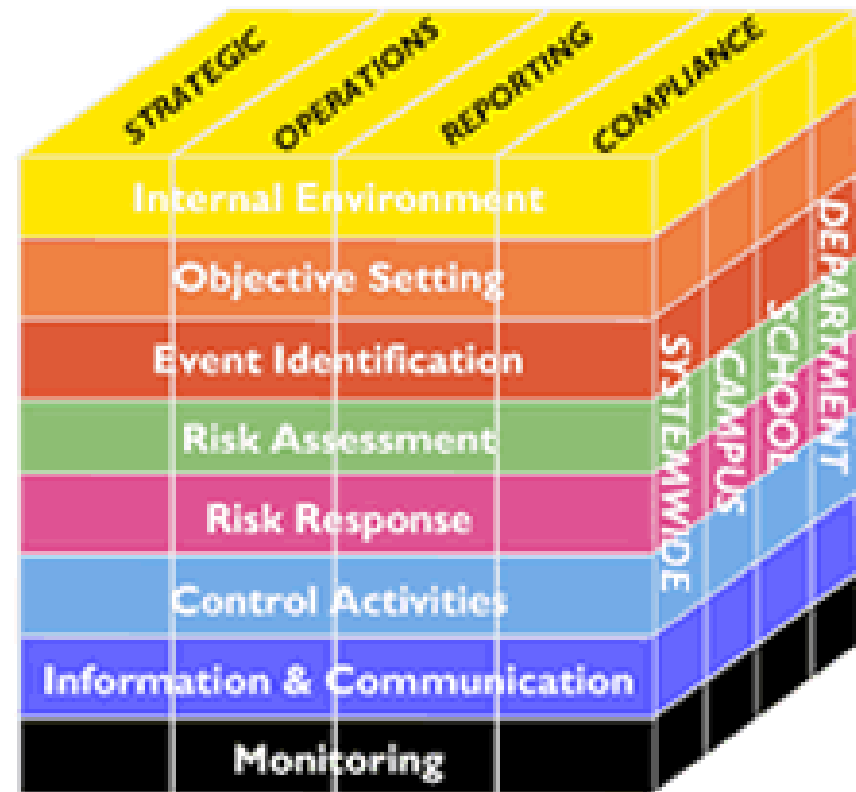
# Levels

- › Individual
- › Unit/Group/Lab
- › Department
- › College/School/Org
- › Campus
- › System

*Everyone is a Risk Manager*

# 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:

Enterprise Risk Management				
TBD Executive Director				
<ul style="list-style-type: none"> <li>ERM Division Leadership &amp; Management</li> <li>Risk Governance</li> <li>Risk Portfolio &amp; Reporting</li> <li>Risk Communication</li> </ul>		<ul style="list-style-type: none"> <li>Risk Culture &amp; Awareness</li> <li>Short &amp; Long-Range Strategic Planning</li> <li>Integrated ERM Programs &amp; Initiatives</li> <li>ERM Policies</li> </ul>		<ul style="list-style-type: none"> <li>ERM Training &amp; Organizational Development</li> <li>IT Project Management</li> <li>Regulatory &amp; Legal Compliance</li> </ul>
Continuity Planning	Emergency Management	Environmental Health & Safety	Police Department	Risk Management
TBD Planner	Lisa Martin Manager	Russell Vernon Director	Mike Lane Chief of Police	Erica Healander Director
<ul style="list-style-type: none"> <li>Mission Continuity</li> <li>Business Resumption</li> <li>Business Impact Analysis</li> <li>UC Ready Continuity Program Administration</li> <li>Policy/Program Planning, Development &amp; Administration</li> <li>Training &amp; Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Strategic Emergency Initiatives &amp; Mitigation</li> <li>Emergency Action Plan</li> <li>Emergency Operations Center &amp; Incident Command</li> <li>Emergency Response</li> <li>Hazard Assessment &amp; Mitigation</li> <li>Emergency Notification Systems</li> <li>Multi-Agency Coordination</li> <li>Crisis Management Team</li> <li>Emergency Response Plans</li> <li>Compliance</li> <li>Disaster Readiness Systems &amp; Supplies</li> <li>Training &amp; Outreach</li> </ul>	<ul style="list-style-type: none"> <li>Fire &amp; Life Safety</li> <li>Safety &amp; Inspections</li> <li>Industrial Hygiene</li> <li>Travel &amp; Field Safety</li> <li>Research Safety</li> <li>Lab Safety</li> <li>Biosafety</li> <li>Radiation Safety</li> <li>Laser Safety</li> <li>Public Safety</li> <li>Environmental Health</li> <li>Environmental Protection</li> <li>Waste Management</li> <li>Environmental Compliance</li> <li>Hazardous Materials Management</li> <li>Controlled Substances</li> <li>Chemical Inventory</li> <li>Training &amp; Communication</li> </ul>	<ul style="list-style-type: none"> <li>Enforcement</li> <li>Patrol</li> <li>CSO</li> <li>UNET</li> <li>Crime Prevention</li> <li>Reporting</li> <li>Communications</li> <li>Dispatch</li> <li>Investigation</li> </ul>	<ul style="list-style-type: none"> <li>Risk Framework</li> <li>Risk Identification &amp; Emerging Risks</li> <li>Risk Analysis, Evaluation &amp; Treatment</li> <li>Data Analysis</li> <li>Predictive Analytics</li> <li>Insurance/Self-Insurance Program Administration:                             <ul style="list-style-type: none"> <li>Property</li> <li>General Liability</li> <li>Employment Practice Liability</li> <li>Professional Medical Liability</li> <li>Auto</li> <li>Cyber</li> </ul> </li> <li>Claims &amp; Litigation Management</li> <li>Contract Review</li> <li>Certificates of Insurance</li> <li>Compliance</li> <li>Training &amp; Outreach</li> </ul>

# 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 indicators 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
  - <http://www.ehs.ucr.edu/safety/IIPP/iipp.html>
  - 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

