

<b>STATEMENT of POLICY and PROCEDURE</b>			
Section	6.0 Risk Management	Original Effective Date	May 30, 2016
Sub-Section	6.1 Risk Management	Date of Last Amendment	
Subject			
Topics	Health and Safety Financial Management Document and Data Management		
Attachments	Appendix A – Health and Safety Management Systems Appendix B – Financial Management Checklist Appendix C – Document and Data Management		
Reference			

**Purpose:**

The purpose of risk management is to seek to protect the organization in all aspects of its operation. Risk management protocols include the identification of potential hazards, the assessment and prioritization of identified hazards and the adoption of risk-mitigation systems that appropriately address the hazards identified.

**Policy:**

The Board will ensure that risk management protocols are developed and implemented and subsequently subject o regular review and assessment. The Executive Director is responsible for coordinating the development, implementation and maintenance of risk management systems, procedures, and practices relating to:

- Health and safety management
- Financial management
- Document and data management

**Responsibility:**

The Executive Director is responsible for developing, implementing and monitoring risk management systems that address the hazard identification, hazard assessment and the elimination or control of hazards in each of the ESCC’s management systems.

**Procedures:**

1. Identify potential hazards relating to the ESCC’s:
  - Health and safety management system (see **Appendix A**)
  - Financial management system (see **Appendix B**)
  - Document and data management system (see **Appendix C**)

2. Assess and prioritize the risks associated with each system.
3. Identify procedures to mitigate prioritized risks in each system.
4. Develop a written protocol for mitigating risk in each system.
5. Obtain ESCC Board approval for each proposed risk management system.
6. Ensure Board members, staff and volunteers receive training appropriate to how their role(s) relate to each risk management system.
7. Ensure that each system includes a procedure to monitor, review and, if necessary, revise elements.

## Health and Safety Management System (HSMS)

### Legislated Requirements: Employers and Workers' Responsibilities

The *Alberta Occupational Health and Safety Act* states:

- 2 (1) Every **employer** shall ensure, as far as it is reasonably practicable for the employer to do so.
- a) the health and safety of
    - i) workers engaged in the work of that employer, and
    - ii) those workers not engaged in the work of that employer but present at the work site at which that work is being carried out, and
  - b) that the workers engaged in the work of that employer are aware of their responsibilities and duties under this Act, the regulations and the adopted code.
- (2) Every **worker** shall, while engaged in an occupation,
- a) take reasonable care to protect the health and safety of the worker and of other workers present while the worker is working, and
  - b) co-operate with the worker's employer for the purposes of protecting the health and safety of
    - i) the worker,
    - ii) other workers engaged in the work of the employer, and
    - iii) other workers not engaged in the work of that employer but present at the work site at which that work is being carried out.

**Health and Safety Management Systems**  
**(The following information was adapted from**  
<http://www.employment.alberta.ca/SFW/539.html#Q1>**)**

A health and safety management system (HSMS) is a process put in place by an employer to minimize the incidence of injury and illness to workers involved in the operations carried out by the employer. This is accomplished through identifying, assessing and controlling risks in all workplace operations. The scope and complexity of a HSMS will vary according to the type of workplace and the nature of operations carried out. The following 8 elements are considered to be essential and form the basis of each HSMS.

<b>Identify and analyze health and safety hazards</b>	Evaluate all equipment, machinery, work areas and work processes to identify and analyze all potential sources of harm to workers. A record of each hazard identified should be kept, along with an indication of the degree of risk and level of potential exposure for each worker.
<b>Control measures in-place to eliminate or reduce the risks from hazards</b>	Control measures should be developed for each hazard identified. Records of safe work practices and procedures for hazardous operations should be readily available and all workers trained..
<b>Clearly stated company safety policy and management commitment</b>	A written health and safety policy stating the company's commitment, the overall goals and objectives for their health and safety program and the responsibilities of management, workers, visitors and contractors.  The policy should be dated and signed by the senior operating manager and/or CEO for the work site.
<b>Worker competency and training</b>	Worker training is an essential phase of an effective health and safety program. Workers need to know how to do their jobs safely and without risk to their health.  New workers need special consideration and work site orientation should be completed within the first week on the job with critical information covered on the first day of work. All training should be documented.
<b>Inspection program</b>	To ensure that hazard control measures are in place and effectively protect workers, a regular inspection program is important.  Inspection tours provide important information, including information about hazards or potential hazards that have not previously been noted.  Records of all inspections should be kept, including any checklist used.
<b>Emergency response planning</b>	A serious emergency, such as an explosion, fire or flood could put an organization out of business. Even the best health and safety program cannot protect from unexpected disasters. A well planned and practiced emergency response plan can reduce the risk of injury to persons, damage to property and loss of productivity.
<b>Incident reporting and investigation</b>	When an incident occurs at any workplace it is important to investigate the causes in order to: <ul style="list-style-type: none"> <li>• ensure previously uncontrolled hazards do not remain a risk</li> <li>• prevent the recurrence of similar incidents</li> <li>• determine if training or changes in control methods are required to make the workplace safer and/or healthier.</li> </ul>

<b>Program administration</b>	Program administration ensures that all parts of a health and safety management system are properly documented and communicated to employees, board members and other volunteers. Records of each of the steps taken help to ensure that the program remains on track and is effective in reducing risks in the workplace.
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## Financial Management Checklist

(Adapted from

<http://managementhelp.org/organizationalperformance/nonprofits/finances.htm>)

Rating *	Indicator	Met	Not Met	N/A
	<b>The ESCC ('s):</b>			
E	1. follows accepted accounting practices and standards.			
E	2. has systems in place to provide the appropriate information needed by staff and board to make sound financial decisions and to fulfil CRA requirements.			
R	3. prepares timely financial statements including the Balance Sheet and Statement of Revenue and Expenses which are clearly stated.			
R	4. prepares financial statements on a budget versus actual and/or comparative basis to achieve a better understanding of financial situation.			
E	5. develops an annual operating budget which includes costs for all programs, management and all sources of funding. This budget is reviewed and approved by the Board of Directors.			
R	6. monitors unit costs of programs and services through the documentation of staff time and direct expenses and use of a process for allocation of management and general and fundraising expenses.			
E	7. prepares cash flow projections.			
R	8. periodically forecasts year-end revenues and expenses to assist in making sound management decisions during the year.			
E	9. reconciles all cash accounts monthly.			
E	10. has a review process to monitor that they are receiving appropriate and accurate financial information whether from a contracted service or internal processing.			
E	11. billable contracts or other service income, procedures are established for the periodic billing, follow-up and collection of all accounts, and has the documentation that substantiates all billings.			
E	12. contracts, purchase of service agreements and grant agreements are in writing and reviewed by staff to monitor compliance with stated conditions.			
E	13. payroll is prepared following appropriate regulations and ESCC policy.			
E	14. persons employed on a contract basis meet legal			

	requirements for this form of employment.			
R	15. has a written fiscal policy/procedures and follows them.			
E	16. has documented internal controls, e.g,: handling of cash and deposits, approval over spending and disbursements.			
E	17. has a policy identifying authorized check signers and the number of signatures required on checks in excess of specified dollar amounts.			
E	18. expenses of the organization are approved by a designated person before payment is made.			
R	19. has a written policy related to investments.			
R	20. capital needs are reviewed at least annually and priorities established.			
R	21. has established a plan identifying actions to take in the event of a reduction or loss in funding.			
R	22. has established, or is actively trying to develop, a reserve of funds to cover at least six months of operating expenses.			
E	23. has appropriate insurance coverage which is periodically reviewed.			
E	24. employees, board members and volunteers who handle cash and investments are bonded to help safeguard assets.			
R	25. reviews income annually to determine and report unrelated business income to the CRA			
R	26. has an annual, independent audit of its financial statements, prepared by a certified accountant.			
R	27. Board of Directors, or an appropriate committee, is responsible for soliciting bids, interviewing auditors and recommending the appointment of an auditor for the organization.			
R	28. Board of Directors reviews and approves the audit report and management letter and with staff input and support, institutes necessary changes.			
E	29. audit and annual report is made available to service recipients, volunteers, contributors, funders and other interested parties.			
A	30. training is made available and encouraged for board and appropriate staff on relevant accounting topics and all appropriate persons.			

**Indicators ratings:**

**E**=essential; **R**=recommended; **A**=additional to strengthen organizational activities

## Document and Data Management

Documents and data are information assets that are at the core of why, how and for whom the ESCC operates, therefore, the ESCC Executive Director shall be responsible for administering document and data risk management strategies in accordance with the indicators below

### Document and Data Management Checklist

Rating *	Indicator	Met	Not Met	NA
<b>Document and Data Management</b>				
E	Compliance indicated with legislation, regulations, contractual requirements and internal policies.			
E	Privacy, security and identity management structures and processes used to build and maintain documents and data systems.			
E	Documents and data are maintained throughout each items lifecycle in accordance with legislation and policy..			
E	Trust is maintained between the ESCC and its information providers and users.			
E	Informed consent to access information is obtained when required.			
R	Access to information provided to users based on the principles need-to-have and need-to-know.			
E	Decisions related to document and data security are transparent and understandable.			
R	Board members, staff and others are aware and in compliance with document and data management procedures.			
<b>Data Management</b>				
E	<b>Access Controls:</b> Access to the ESCC's computers and/or data is justified, authorized, logged and monitored			
E	Allocation and use of administrative and privileged access rights is restricted and controlled.			
E	<b>Network Security:</b> Security measures and related management procedures used to protect data over all methods of connectivity.			
E	Users are provided with access to the data or data services that they have been specifically authorized to use.			
E	<b>Identity Management:</b> A registration password is provided to each user to control access rights.			
E	A user access process is used to assign or revoke access rights to critical systems and services.			
<b>Personal Information Protection Act (PIPA)</b>				
E	The management, access and use of all documents and data is in accordance with Alberta's PIPA			
E	The Executive Director ensures that PIPA-related policies are			



	reasonable and meet the obligations under the Act.			
<b>Record Retention and Destruction.</b>				
R	To facilitate storage, the Executive Director may use her/his discretion in retaining records in paper form, electronic form or both.			
E	The Executive Director, while respecting other ESCC policies, shall determine which records to retain.			
E	Unless otherwise specified in legislation or policy, records shall be retained according to the following schedule:			
R	• Accounts receivable, ledgers and schedules	7 years		
R	• Annual audited financial statements	Permanent		
R	• Articles of Incorporation, bylaws, Minutes, and other governance records	Permanent		
R	• Bank statements, deposit records, electronic fund transfers, reconciliations	7 years		
R	• Contracts	10 years		
R	• Tax return	Permanent		
R	• Litigation documents	10 years		
<b>Indicator ratings:</b> E=essential; R=recommended; A=additional to strengthen organizational activities				