

# Risk Management

 **Pursuing Excellence,**  
*Stepping into the future with pride!*

## 7.1

A risk assessment or risk management report is developed, is reviewed at regular intervals to minimize the organization's exposure to risk or liability, and includes:

- a. the identification of key and emerging risks
- b. an analysis of the likelihood of risk and/or the level of risk
- c. the identification of preventive controls and/or detection controls
- d. the ongoing implementation, monitoring, and evaluation of action plan(s) to mitigate risks
- e. the allocation of resources to mitigate risk

- a. potential threats facing the organization that are critical to operations and/or service delivery
- b. emergency preparedness and responses to various threats that affect operations and/or service delivery
- c. key employees and/or designates to implement the emergency preparedness plan, and the organization's expected responses
- d. a notification process for stakeholders
- e. training for employees and other stakeholders as appropriate
- f. regular review and update of the business continuity plan

## 7.2

A business continuity plan is developed based on the organization's mission and strategic directions/goals, and outlines:

## 7.3

Policies, procedures, or guidelines describe how the organization will respond when contacted by the media, including:

- a. answering initial inquiries
- b. identifying a spokesperson/who to contact
- c. protecting the privacy of service users
- d. protecting the reputation of the organization

## 7.4

Policies and procedures demonstrate the organization's commitment to compliance with all legislation, regulation, and requirements, and include at minimum:

- a. a designated employee who is responsible for ensuring that the organization is in compliance
- b. that the board of directors is provided written assurance of compliance from the ED/CEO on a regular basis

## 7.5

Policies and procedures outline, at a minimum:

- a. what litigation matters need to be documented
- b. what action steps are to be taken
- c. whom litigation matters need to be shared with

## 7.6

Policies and procedures ensure:

- a. that all contractors/consultants have appropriate coverage as required, and documentation of this coverage is obtained by the organization
- b. that a formal agreement exists between the contractor/consultant and the organization
- c. that all work or services that the organization purchases are monitored and evaluated to ensure compliance with the formal agreement and satisfaction with work or services provided

## 7.7

The organization ensures that appropriate types and levels of insurance coverage are in place for the protection of the entire organization and:

- a. coverage is reviewed regularly with an insurance broker or company
- b. the board of directors is informed in writing of the adequacy of the coverage

## 7.8

A sampling of records and/or files of service users, employees, and volunteers are monitored and reviewed regularly to ensure that they are kept in accordance with policies, procedures, and regulatory requirements.

## 7.9

Policies and procedures describe how the organization identifies, responds to, reports, and reviews serious occurrences and/or reportable events.

## 7.10

Policies and procedures describe how the organization responds to formal and informal complaints, criticisms, and suggestions for improvements from all stakeholders, and include:

- a. providing information for making, reporting, responding to, and resolving complaints
- b. ensuring a non-reprisal approach
- c. ensuring a non-retaliatory approach

## 7.11

Policies and procedures address how employees and volunteers ethically and responsibly use the internet, and include directives for:

- a. non-work-related internet use, social networking sites, and email
- b. protecting the privacy of service users on social media
- c. protecting the reputation of the organization on social media

## 7.12

An information technology (IT) plan is developed and regularly reviewed to assess the organization's day-to-day operations and guide the future IT environment. The plan includes, at minimum:

- a. physical security of technology
- b. password protection
- c. third party and remote access
- d. anti-virus protection
- e. firewall and intrusion monitoring
- f. portable data-storage devices
- g. inventory and licences of hardware and software

- h. system maintenance
- i. IT disaster-recovery process
- j. person(s) responsible for executing the components of the plan

## 7.13

The information technology (IT) plan is available on site at the organization and a minimum of two designated people within the organization are aware of the location and contents of the information technology (IT) plan.

## 7.14

All organizational policies and procedures are reviewed no less than every five years to ensure relevancy and accuracy.

## 7.15

The organization considers risks associated with accepting non-monetary donations, and outlines the acceptance, distribution, and storage processes.