Policy Name	**Enterprise Risk Management**		
Policy #	517	Category	GOVERNANCE
Steward	Board of Governors	Date Approved	July 1, 2023
Next Review Date		Date Reviewed or Revised	

PURPOSE:

This policy establishes an integrated, enterprise-wide risk management program which ensures risks are managed and opportunities leveraged, within Board approved risk appetite and in accordance with best practices.

PRINCIPLES

For Enterprise Risk Management (ERM) to be successful, the College will implement the following internationally recognized ISO 31000 Risk Management Principles:
- Risk Management creates value
- Risk management is an integral part of all organizational processes
- Risk management is a part of decision making
- Risk management explicitly addresses uncertainty
- Risk management is systematic, structured and timely
- Risk management is based on the best available information
- Risk management is tailored
- Risk management takes human and cultural factors into account
- Risk management is transparent and inclusive
- Risk management is dynamic, iterative and responsive to change
- Risk management facilitates continual improvement in the organization

POLICY

The College has documented an ERM framework, which compliments this policy, to guide management and the Board of Governors in making overall decisions regarding the risk management program and processes. The ERM framework includes education, and recognizes that risk management is a comprehensive, ongoing and cyclical process. The Board of Governors and President and CEO set the tone for enterprise risk management and have a planned approach to improving their ERM maturity and continuously grow a risk aware culture.

Managing risk well ensures that the College is proactive and resilient as we detect and respond to uncertainty. At the core of managing risk is the College's Statement of Risk Appetite which strives to reduce unexpected

outcomes and strengthen the trust and confidence of our many stakeholders.

ERM enhances the College's ability to achieve its vision and mission and improves the allocation of resources across the College. Risk and opportunities are identified based on the objectives of the College, analyzed and treated within approved risk tolerances and aligns with the risk appetite of the College.

ERM is integrated with business processes such as strategic planning, business planning, capital planning, operational management and new projects/initiatives to ensure consistent consideration of risk in all decision making.

ERM creates efficiencies and effectiveness by promoting team work, strengthening trust, reducing redundancies and sharing responsibility.

PRACTICES

ERM is everyone's responsibility from the Board of Governors to individual employees. Each is expected to understand the risks that fall within the limits of their responsibilities and authorities and is expected to manage these risks within approved risk appetite and tolerances.

Clearly defined roles, responsibilities and accountabilities are detailed in the ERM framework. The College ensures that those who are accountable are equipped to fulfill that role by providing them with the authority, time, training, resources and skills sufficient to assume their accountabilities.

Within the authority delegated from the Board
- Commit to make the necessary resources available to assist those accountable and responsible for managing risk.
- Management is responsible for implementing strategies and policies approved by the Board and for developing processes that identify measure, monitor and control risks.
- Management and supervisory personnel are responsible for ensuring that the enterprise risk management policy and procedures are communicated to and understood by all employees.
- All employees are responsible for complying with the ERM policy and procedures as well as participating in optimizing risk within their departmental areas of responsibility.

This policy, the ERM framework, and the risk appetite statement will all evolve and improve by being at least annually reviewed and amended in response to changing business conditions and industry best practices.

Management reports on risk management performance through a formal reporting process as specified in the ERM framework.

DEFINITIONS

LEGISLATIVE AND COLLECTIVE AGREEMENT REFERENCES

LINKS TO OTHER RELATED POLICIES, DOCUMENTS, AND WEBSITES.

ERM Framework