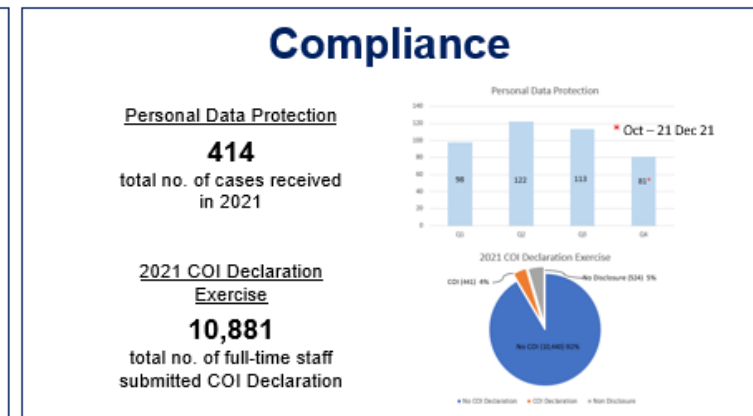
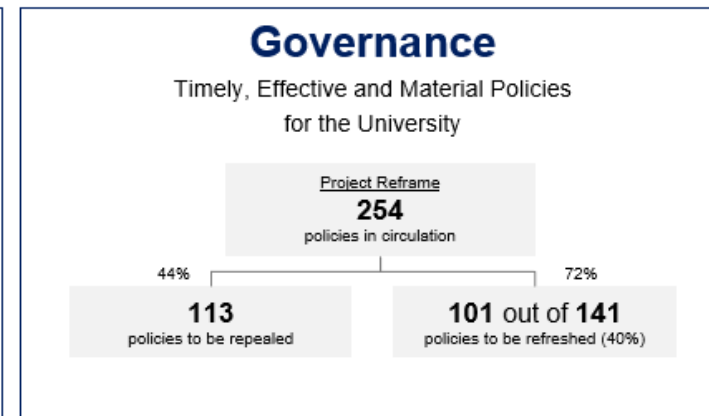
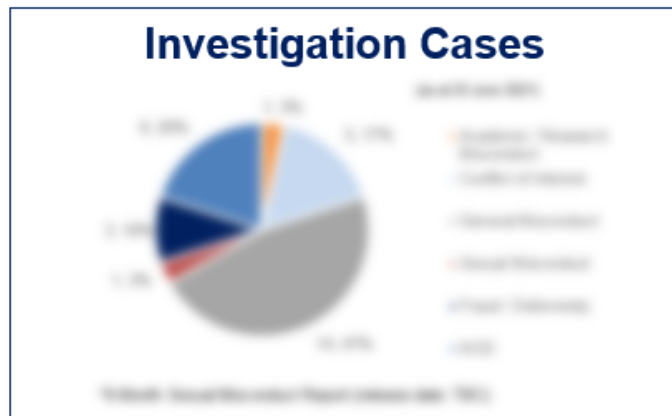
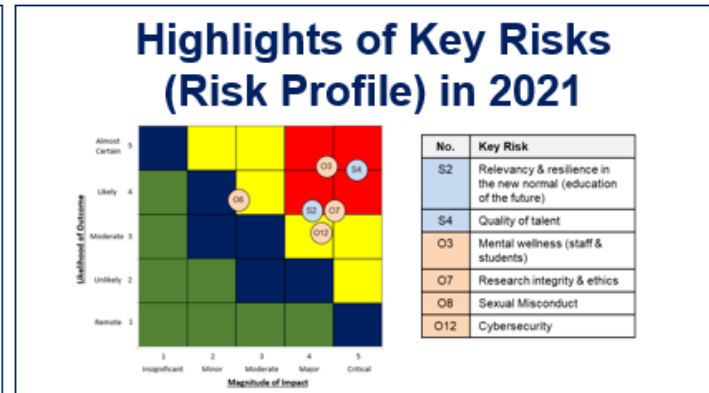
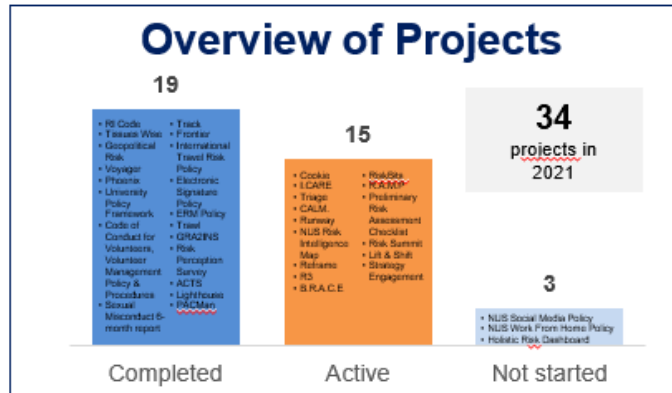




# ► ORMC365 Dashboard



- ## Upcoming Events / Initiatives
- RMSC Meeting: 7 Feb 2022
  - BOT Meeting: 9 Feb 2022
  - EXCO Meeting: 16 Mar 2022
  - ORMC Website Revamp
  - Risk Summit
  - Lit & Shift



# Dashboard Comes Alive



# CRO's Message

- Key pillars of ORMC contributing towards the agenda of becoming the shaper of risk leadership
- In 2022, we are transitioning to endemic living and resuming activities with safety measures implemented
- New dimension: Implementing risks in strategy to become the leading global university, shaping the future



<https://youtu.be/RUk7OEoqQ8k>

# ORMC's 3-Year Transformation

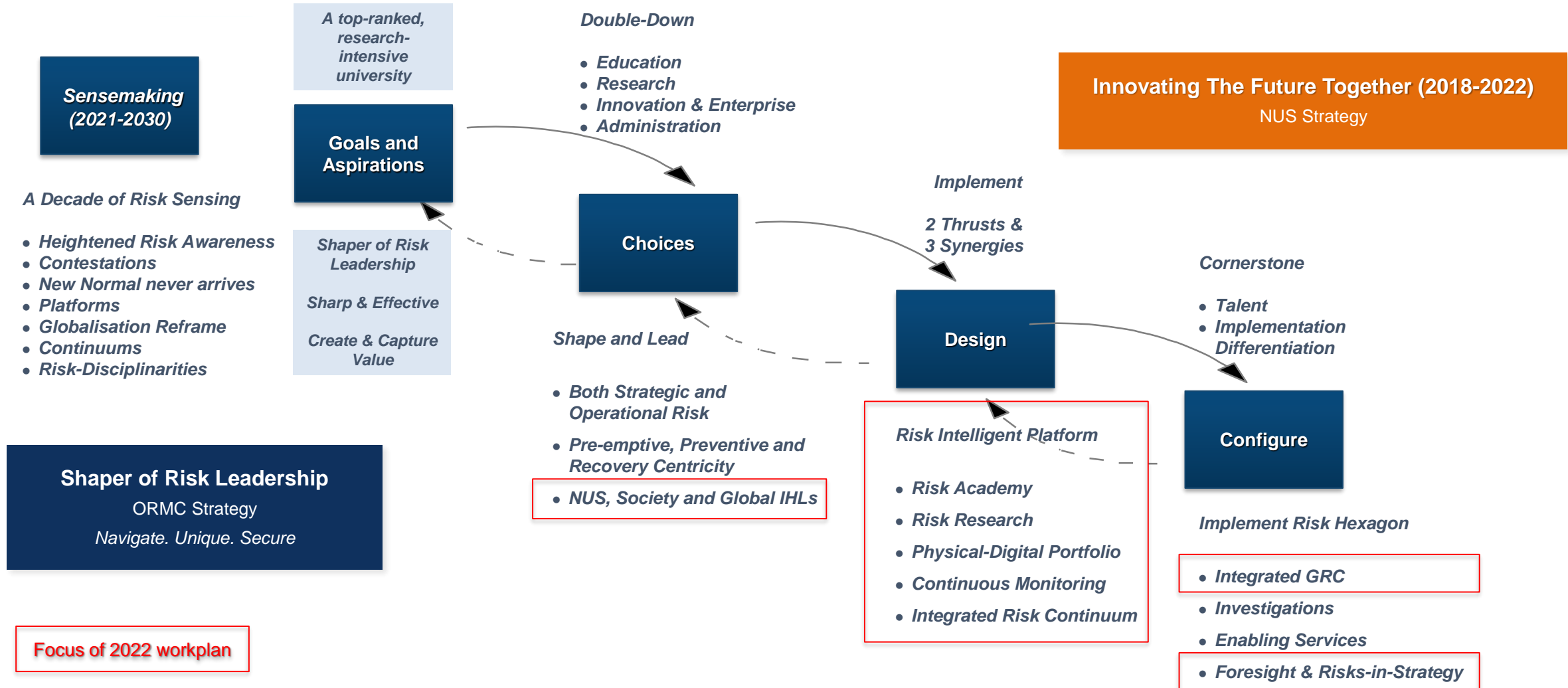
To become a leading fit-for-purpose risk intelligent function

## Our Vision: Shaper of Risk Leadership



# ORMC Strategy Aligned to NUS Strategy

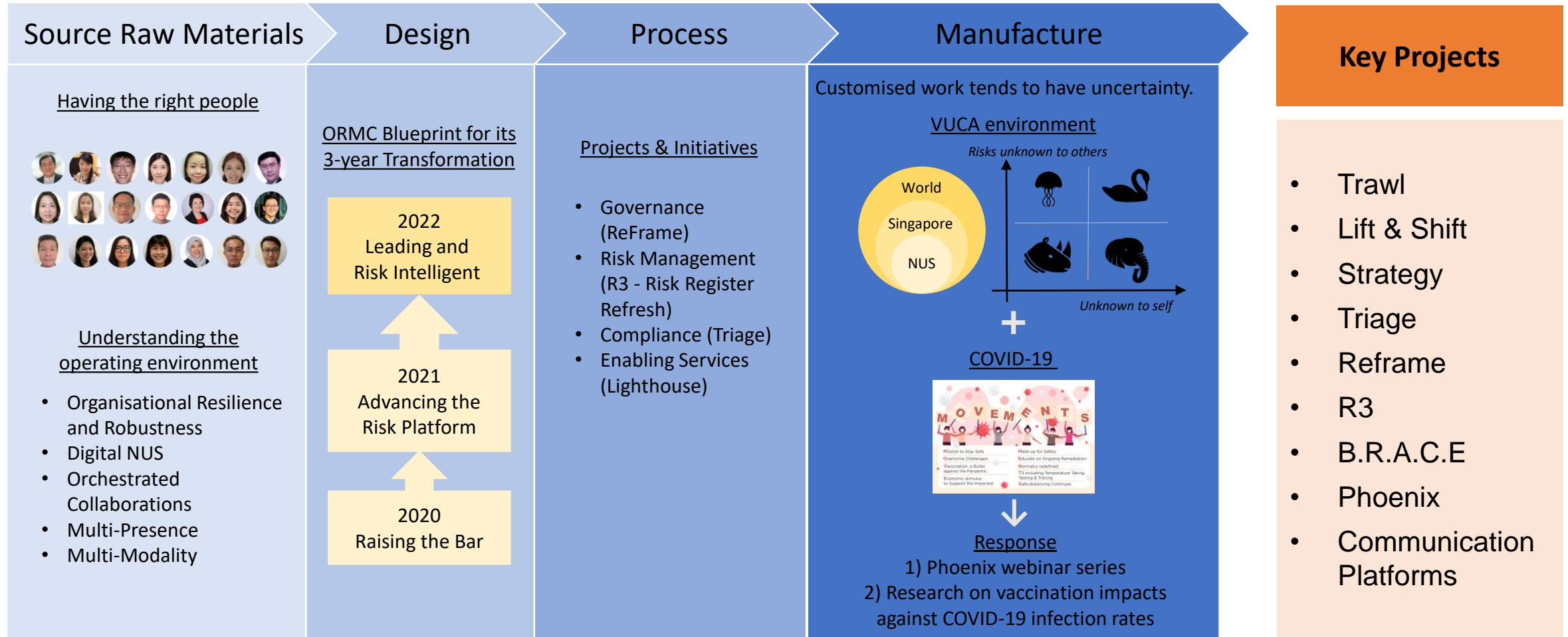
## Shaper of Risk Leadership



Source of PTW Insights: Strategies for Innovating the Future Together, Prof Tan Eng Chye's discussion paper, 10 April 2018

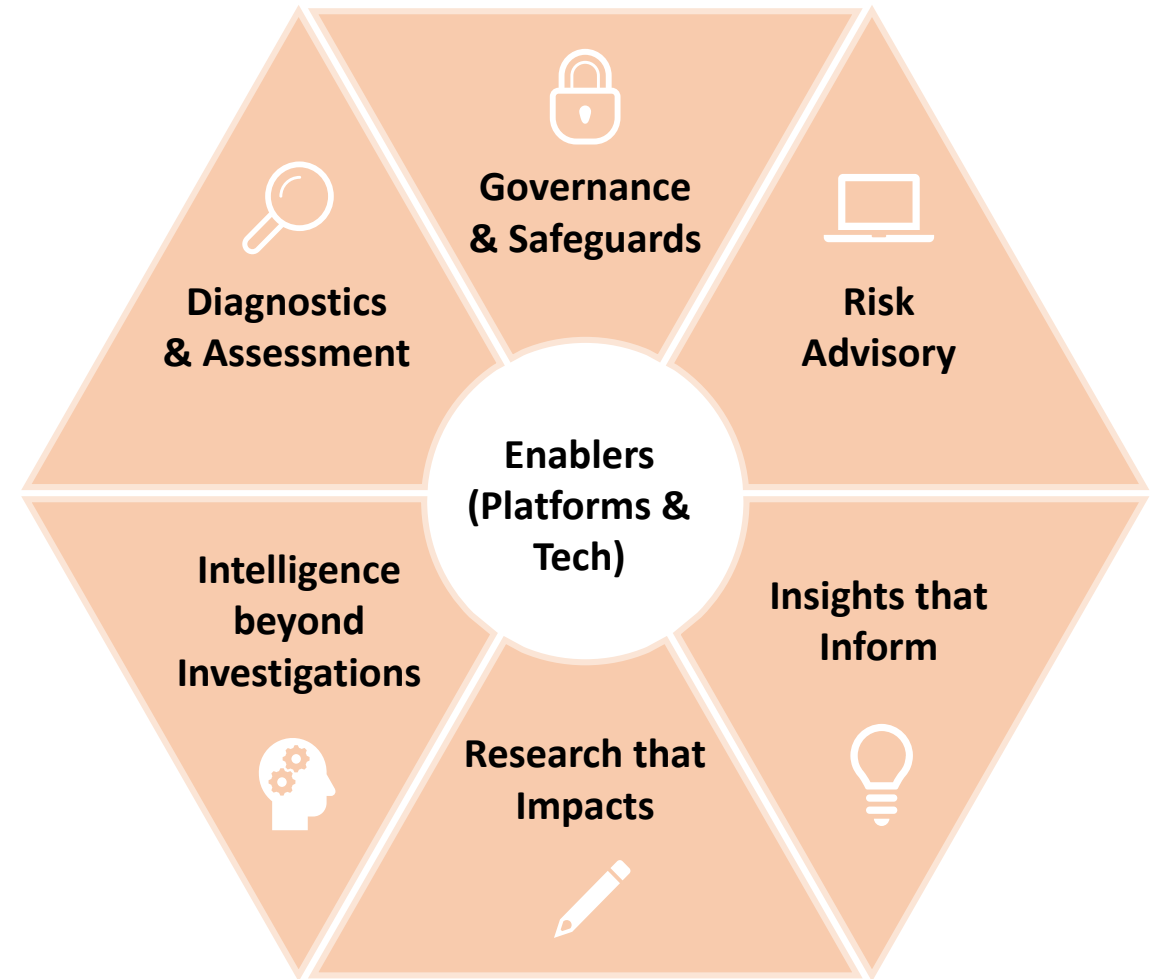
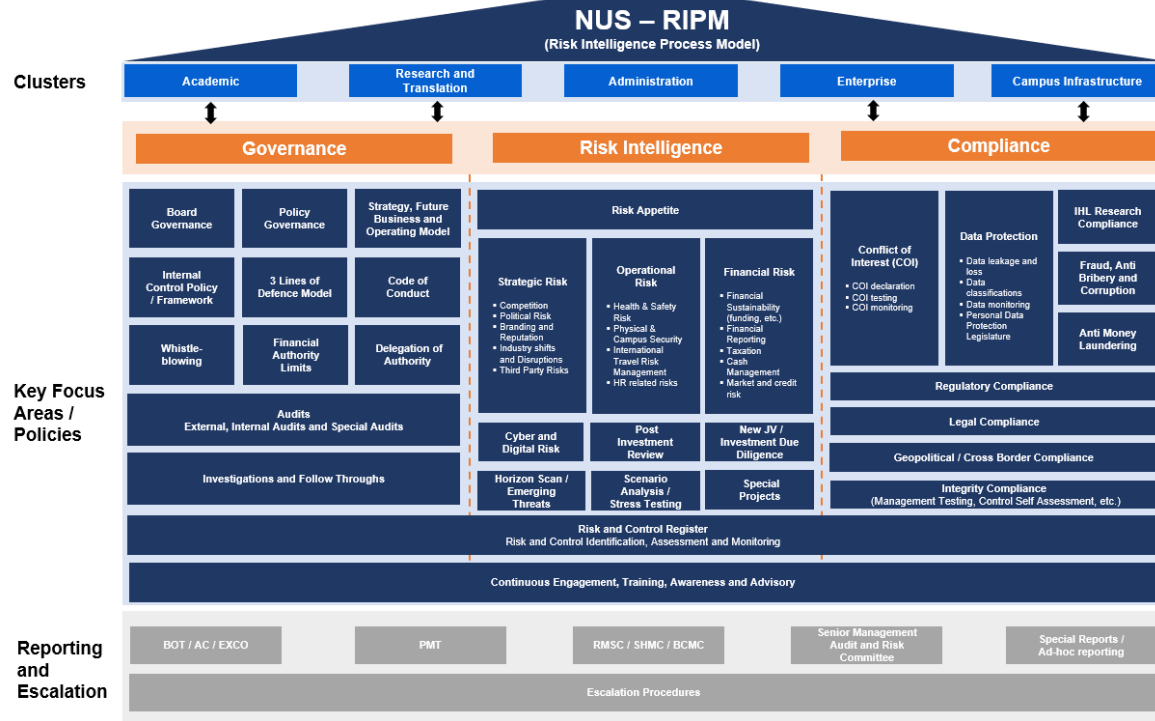
# Looking to 2022: Shaper of Risk Leadership

ORMC's framework to preempt and respond to opportunities



# Risk Solutions Platform

House of Risk & Impactful Solutions



*“We continuously refine, retune, rethink, redeliver to make sure that we advance the risk platform as well as become the shaper of risk leadership.”*

- Dr Janson Yap, NUS Chief Risk Officer

# Project R3 – Risk Register Refresh



## ERM Policy

A review and update of the ERM policy was performed to achieve the following:

- Align risk management principles with industry best practice such as COSO ERM (2017) and ISO 31000 (2018).
- Enhance existing framework to include new sections on risk intelligence, risk appetite etc.



## Key Risks & Owners

- A complete refresh was done for the list of strategic and operational risks – a total of 29 key risks and their respective risk owners were identified.
- Further prioritization was done to focus on only 5 key risks at any time.



## Tools & Templates

- A risk register template was developed to provide a structured way for the documentation of risks and controls, with an inbuilt automated dashboard for reporting and monitoring.
- The risk and controls assessment parameters were reviewed and updated.
- An interactive heatmap tool was developed to help users prioritize risks.



## Heatmap Methodology

ORMC has been revising its methodology to assess key risks with the use of both quantitative and qualitative factors.

Several data points would be used to calibrate the relative positions of key risks on the heatmap:

- Internal and external statistics
- Performance of key risk indicators



## Risk Appetite Framework & Approach

- From the list of 29 key risks, ORMC has distilled 16 risk areas for appetite and threshold considerations.
- Research has been done on other universities' risk appetite frameworks and insights gathered will be used as reference.
- ORMC is in consultation with the respective risk owners to develop appetite statements for the different risk areas.

Completed

Work-in-progress

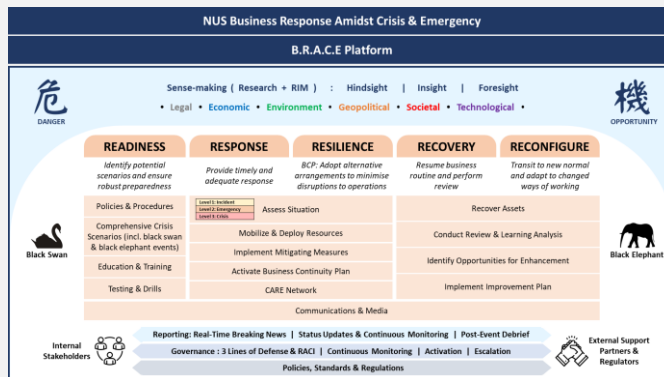
# Project B.R.A.C.E – Business Response Amidst Crisis & Emergency



In view of the changing risk landscape, a review and refresh of the University’s approach to Business Continuity Management (BCM) is key to ensure our ability to respond to potential crisis and major disruptions.

## B.R.A.C.E Platform

Common platform developed to manage the continuum of events from incident to crisis



## Crisis Scenarios

List of crisis scenarios refreshed and defined for Level 1-3 events

ENVIRONMENTAL	SOCIETAL
1. Food & Water Poisoning / Contamination	8. Assault
2. Hazardous Materials (HazMat) Incidents	9. Injury / Unnatural Death
3. Infectious Disease	10. Mental Health Related Matters / Suicide
4. Natural Disaster (Local / Overseas)	11. Missing Person
	12. Sexual Misconduct
	13. Social Unrest (including online and offline activism, riots, etc.)
	14. Terrorist Threat / Attack (Physical)
PHYSICAL INFRASTRUCTURE	TECHNOLOGICAL
5. Fire	15. Cybersecurity Incidents (including cyberterrorism)
6. Power Outage	16. Network Failure
7. Traffic-Related Incidents	

## Exercises & Drills

Proposed series of exercises to rehearse the University’s response to key crisis scenarios

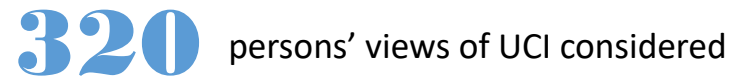
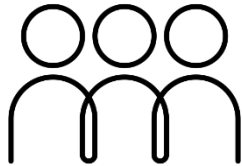
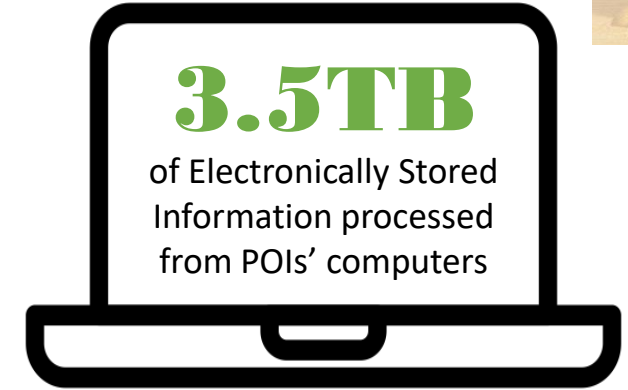
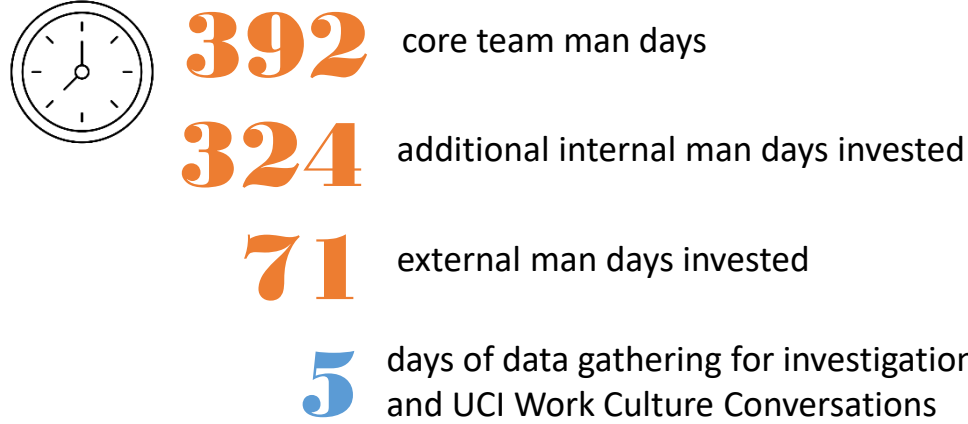
### Year 2022

Q1	Q2	Q3	Q4
Social Unrest Lead: ORMC	Fire Lead: OSHE	Mental Health Lead: HWB / UCS	Infectious Disease Lead: OSHE / UHC
	Cybersecurity Lead: NUS IT		Sexual Misconduct Lead: OSA

*\*Note: Schedule is indicative. Timeline to be confirmed.*

# Project Trawl

Assisting the University in Investigations



# Strategy Review

2018                      2020 2021                      2022  
 <-                      3 YEARS                      >- <-                      2 YEARS                      >-  
 Pitstop-2021, Preamble Strategy-2027



## INNOVATING THE FUTURE TOGETHER (2018-2022)

*We have done well, but we are not done yet*

## LEADING, GLOBAL AND SHAPING THE FUTURE (2023-2027)

### Review, Rethink, Reframe & Reimagine...

The Strategy Review Team supports the university in its strategy review:

- ✓ Assess the performance of the current strategy
- ✓ Determine the quality & pace of current strategy implementation
- ✓ Study the impacts of changing environments on strategy
- ✓ Track NUS' role in contributing to national priorities & nation building agenda
- ✓ Laying the groundwork for the new strategy (pre-amble)



## Tools & Methodologies

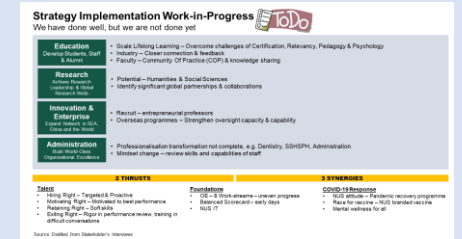
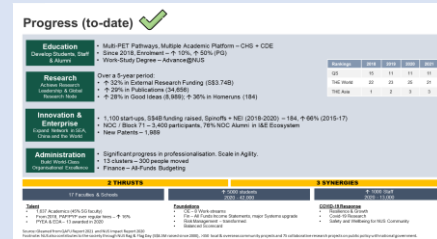
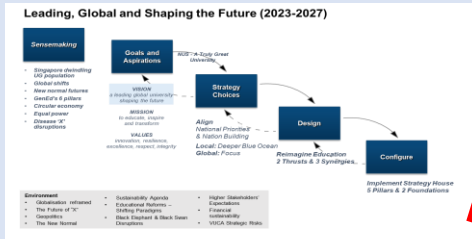
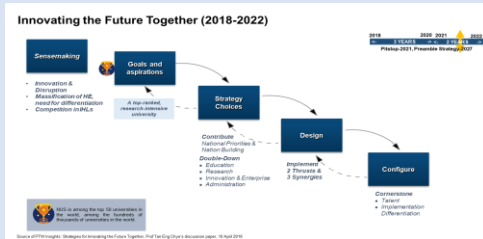
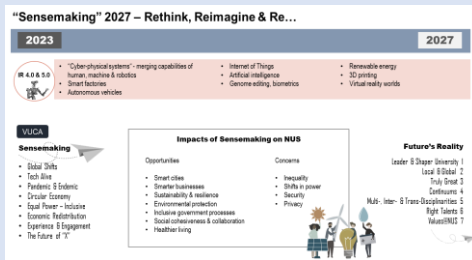
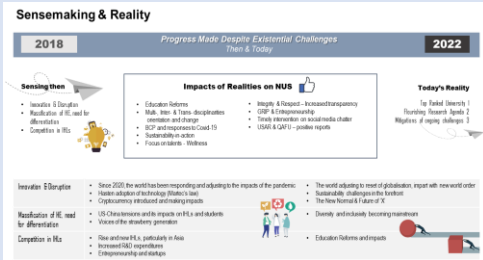


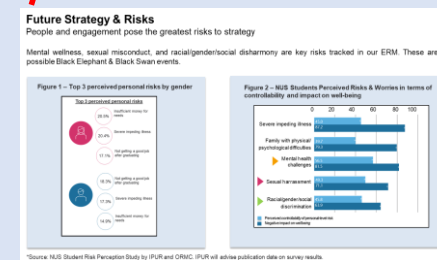
Illustration of NUS strategy using the Play-to-Win framework

*Illustration*

Strategy implementation progress



Sensemaking, foresight & realities






Future strategy risks & possibilities

# Strategy Engagement

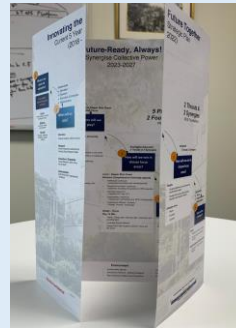


## Communication & Engagement Efforts

-  Continuous engagements & dialogues with Board of Trustees (BOT), senior management and strategy owners for cascade & ownership
-  Strategy review updates & presentations to Strategy Committee (SC) & BOT
-  Lab sessions with Faculties, Schools & Departments to socialise NUS' strategy and co-develop strategy implementation plans that would support the University's strategy & aspirations

### Different package for different use

Type	Name	Description
2 page Bi-fold	Strategy in a page	Overview of 2 strategies presented
Review Summary	60 min Presentation	Presentation to SC
BOT	Slim deck & 5-page paper	High Level Summary
SM	Slim deck & ITFT Assessment	Slim deck & details of current strategy assessment of
OM	Full deck	Details for Strategy Owners to follow up
Cascading strategy	Strategy labs	Engagement with major faculties and schools on Strategy & Workplans
3 minutes strategy video	NUS Strategy	Strategy recap
Scroll	NUS Strategy	Calligraphy works of current & new Strategy



Strategy Bi-fold



3-min NUS Strategy video



## Our Strategy Offerings



# Project Triage

Launched **18 Aug 2021, 10.08am**



**295**  
Communications  
Received  
(as of 15 Nov 2021)



**36** Investigations  
Initiated



**257** Junk Emails  
Received



**2** Wrong-Door  
Emails Received







**12 Partners**

ORMC	Tele-Centre	NCU
ODPRT	OCS	OSHE
OIA	OHR	OSA
CPO	DPO	PVO



## Observed Benefits

-  All whistleblowing cases and case progress are triaged and consolidated in a single digital platform
-  Cases are received, classified and escalated by external partners to reduce internal workload
-  Junk mail and calls are now managed and filtered by external partners to reduce internal workload
-  Management of "Many-Man's Land" or "No-Man's Land" reports

# Project Reframe

Significant steps towards Timely, Effective and Material Policies for NUS



## Accountability

- Clear RACI for individual roles involved in the end-to-end process established and prescribed in the UPF
- Appropriate Policy Owners for the respective Policy Documents determined
- Points of Contact for each Policy Owner designated

## Consistency in Process

UPF sets out a consistent and enforceable end-to-end Policy Document development process by which all Policy Documents must be developed, approved, communicated, implemented and reviewed

## Consistency in Presentation

- Criteria and structure for defining and classifying the University's Policy Documents prescribed in UPF – Consistent classification and naming conventions adopted in revised documents
- Use of Official Templates mandated
- Official Template mandates version control

## Access

- Policy Portal – Authoritative Versions of Policy Documents (per UPF)
- Conflicting versions on NUS Corporate Sharepoint Portal removed & portal renamed to avoid confusion

## Awareness

Greater Awareness:

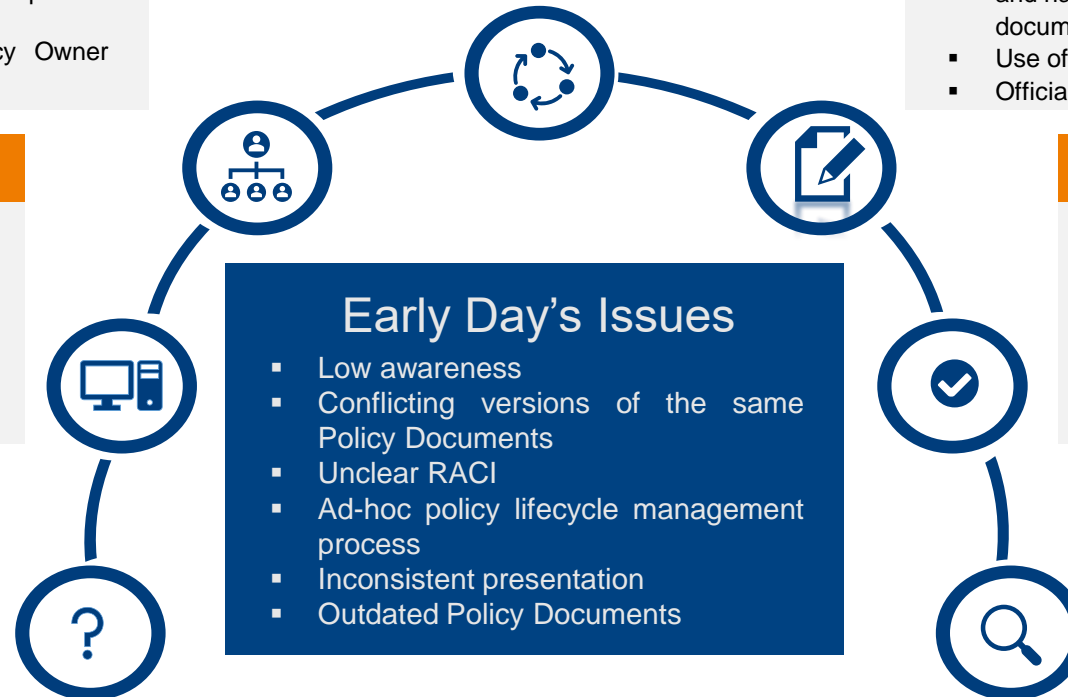
- Dedicated Policy Portal
- Policy Video
- Policy Bulletin(s)
- Announcements on Staff Portal

## Rationalize & Reduce

- All 21 Policy Owners have reviewed their respective policy documents
- 254 documents reviewed and 113 assessed to be non Policy Documents or no longer relevant → Repealed

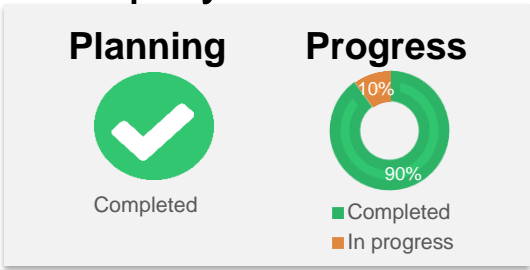
## Review & Refresh

102 Policy Documents identified for review and refresh



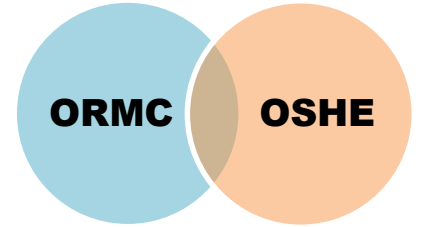
# Project Lift & Shift

## Redeployment of OSHE to ORMC



**Together**

*Constantly on the move...*



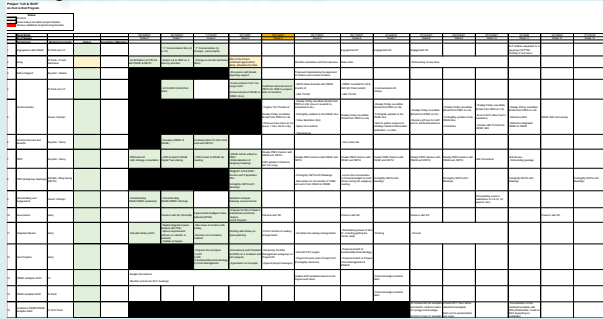
**An Extended House of Risks**



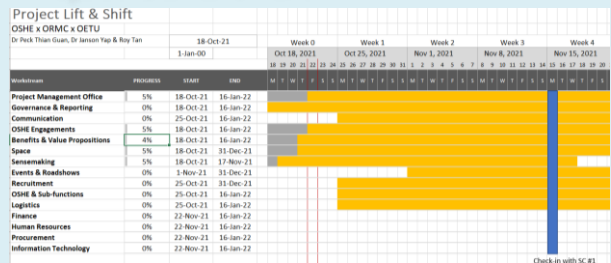
- Common Ground
- Strong focus on safety
- Synergies
- Scale
- T-model



### Project Workstreams



### Project Gantt Chart



- Check-ins with President, DPA & VPCI
- PMO weekly cadence
- UCI workgroup fortnightly cadence
- Regular engagements with ORMC Unit Heads & OSHE Group Leaders

### Communication & Engagement

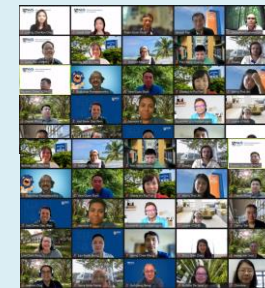


- Lift & Shift video
- Weekly soundbites
- Meet & Greet and Townhall sessions

### Activities

Timeline	Activities
26 Nov 2021	OSHE Meet & Greet
1 Dec 2021	ORMC Townhall
Nov – Dec 2021	<b>PMO</b> <ul style="list-style-type: none"> <li>Daily checks on progress</li> <li>Weekly checks with OETU &amp; OSHE Reps</li> </ul>
	<b>Space</b> <ul style="list-style-type: none"> <li>Minor reno &amp; fitouts (where required)</li> <li>Shifting (where required)</li> </ul>
	<b>Manpower</b> <ul style="list-style-type: none"> <li>OHR issue transfer letters</li> <li>Hiring of required headcounts</li> </ul>
Nov – Dec 2021	<b>Systems/admin</b> <ul style="list-style-type: none"> <li>Discussions with OETU &amp; relevant depts e.g. OFIN &amp; NUS IT, where needed</li> </ul>
	1 Jan 2022

OSHE Meet & Greet








ORMC Townhall



# Phoenix



1		Phoenix Series Episode 1: Around the World in 21 NUS Office of Risk Management and Compliance 28:35
2		Phoenix Series Episode 2: Health As The New Asset Class NUS Office of Risk Management and Compliance 42:50
3		Phoenix Series Episode 3: Economic Outlook, New & Old Money NUS Office of Risk Management and Compliance 31:22
4		Phoenix Series Episode 4, COVID-19: Response Against Resurgence NUS Office of Risk Management and Compliance 33:29
5		Phoenix Series Episode 5, Privacy and Personal Data in Education: Are We Losing Our Identity? NUS Office of Risk Management and Compliance 37:24

Launched to **enhance** overall risk awareness and **enable** the NUS community in being **risk intelligent** and **risk informed**, Phoenix is ORMC's flagship content series touching on contemporary and emerging risk issues.

Collective total of 1304 individuals have watched the Phoenix Webinar Series

# Communication Platforms

NUS Office of Risk Management and Compliance  
54 followers

Innovation is an important driver of Singapore's economic growth and universities are important enablers. Here at NUS, we provide resources to support budding entrepreneurs and foster ecosystem building.

Find out more about some of the University's key risks through this second series of #RiskBits.

#kyzrisk #innovation #transformation #riskmanagement #highereducation

**DID YOU KNOW?**

**#8**

**Singapore is one of the Top 10 most innovative nations in the world**

The annual Global Innovation Index ranks 132 economies according to their innovative capacity and performance. Singapore ranked second in APAC and eighth in the global rankings for 2021.

**IDEAS**

NUS Office of Risk Management and Compliance  
Published by Nus Ormc · October 29 ·

As we head towards the end of an unsettling and uneven year, Chief Risk Officer Dr. Janson Yap reflects on ORMC's risk management approach and shares the direction for 2022.

<https://youtu.be/ozwhLFYdya8>

#governance #riskmanagement #compliance #strategy #highereducation #education #ShaperOfRiskLeadership

**DR JANSON YAP**

**CHIEF RISK OFFICER**  
**MESSAGE FOR**  
**Q4 2021**

YOUTUBE.COM  
CRO Message for Q4 2021  
The National University of Singapore's Chief Risk Officer, Dr. Janson...



**SHAPER OF RISK LEADERSHIP**  
Strengthening Governance, Risk and Compliance at NUS

NUS Office of Risk Management and Compliance  
Strengthening Governance, Risk & Compliance at NUS as a #ShaperOfRiskLeadership  
Education Management · Singapore · 54 followers

[Edit Page](#) [Share Page](#)

NUS National University of Singapore | Office of Risk Management and Compliance

News Email Library Student Staff Alumni

Home About ORMC Risk Management Governance Conflict of Interest Personal Data Protection **Phoenix** Research Resources Contact Us

Welcome to the Office of Risk Management and Compliance

**POLICY ALIVE IN NUS**

Doing our **P.A.R.T.** to keep **University Policies** timely, relevant and effective

[Click HERE to watch video](#)

**This site uses cookies**  
This site uses cookies. By continuing to browse on this site, you are agreeing to our use of cookies. For more details about cookies and how to manage them, please see our Privacy Notice.

Launched **Internal** and **External** ORMC websites to provide staff and external audiences a better understanding of the projects ORMC does

Utilizes social media platforms such as **Facebook** and **LinkedIn** to spread awareness and promote publicity of ongoing projects

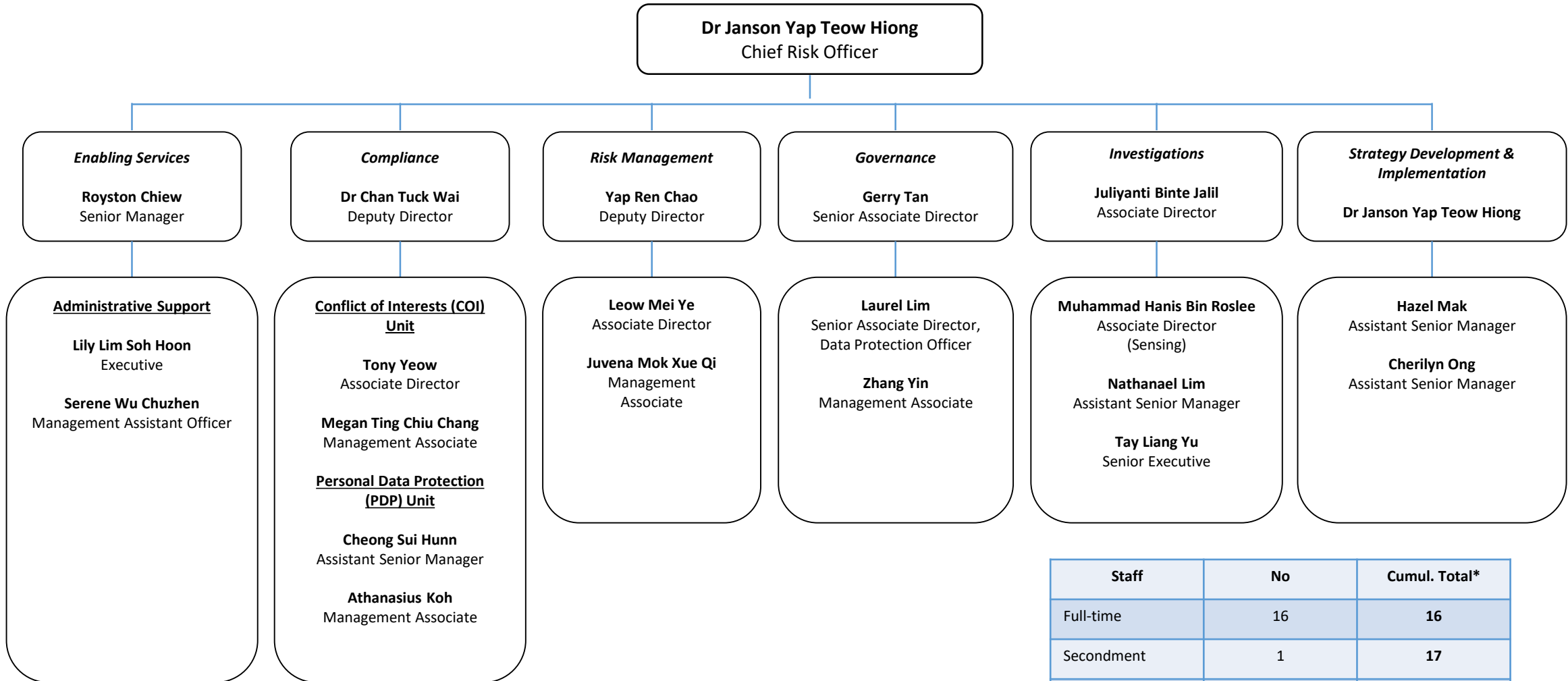
# Structure & Strategy

Structured to Serve: Agile, Adapt, Accelerate



# Personnel – ORMC

## Structure of Professionalism



Staff	No	Cumul. Total*
Full-time	16	16
Secondment	1	17
MAs (OHR staff on rotation)	4	21

# Personnel – ORMC

Experience & Young Talents

## ✨ CELEBRATING EXPERIENCE (LONG SERVICE AWARDS) ✨



**Dr Chan Tuck Wai**

Head, Compliance  
20 Years of Service



**Lily Lim**

Executive, Enabling Services  
10 Years of Service



**Royston Chiew**

Head, Enabling Services  
15 Years of Service



## DEVELOPING YOUNG TALENTS



**Zhang Yin**

Management Associate  
Governance



**Athanasius Koh**

Management Associate  
Compliance



**Megan Ting**

Management Associate  
Compliance



**Juvena Mok**

Management Associate  
Risk Management

# Voice



As someone who likes diversity in my work, I'm glad that I get to have that here! I was previously in the Enabling Services unit and moved to the Compliance unit, where I'm learning more about Conflict of Interests (COI) and Personal Data.

**Megan Ting**

Management Associate, Compliance



The ORMC team epitomizes the word partnership, illustrated on a daily basis by their passion, support, diligence, and teamwork. Working with them has been a great experience.

**Theo Nasser**

CEO & Co-Founder, Right-Hand Cybersecurity



The best part of being ORMC is the vibrant working environment. I can interact with and learn from more senior staff while engaging with the fresh perspectives that young professionals are bringing to ORMC.

**Royston Chiew**

Senior Manager, Head of Enabling Services



Throughout the implementation phase, Dr Chan and his team has been immensely supportive and takes on a hands-on approach to work out each challenge and obstacle presented to us along the way.

**Tammy Wong**

Head, Account Management, Tele-Centre Services



Since I joined a year ago, I have had the privilege to work with colleagues from various NUS departments and understand better on how they work in synergy. It is truly eye-opening.

**Juliyanti Jalil**

Associate Director, Head of Investigations



All of our interactions with NUS personnel occurred virtually, due to COVID-19 restrictions, but were nonetheless punctual, friendly, candid, productive and highly professional at all times.

**Nelson M. Nones**

Chairman, Geoprise Technologies Co. Ltd

# Goodbye 2021, Hello 2022

**In 2022... More Open, Hyper-Connected, Manage  
Change and Push Forward**

**Watch the space**

