

**The last 6 months was fast,
the next 6 months will be faster.**

NUS Chief Risk Officer's Message

Artisans & Their Wares

The past six months seem like a blink. I pondered over our team's work activities and I marvelled at what we have achieved collectively through our individual contributions. It brings me back to a thought I had previously about artisans and their wares.

Artisans are very meticulous about their design and the end product. They will not hesitate to throw away hours of painstaking sweat and effort if the product did not meet the master's eye. In some ways, our journey of risk transformation is a bit like the artisans and their wares. We will always aim to produce value-added work products. In some cases, we will not hesitate to start over in order to achieve the high standards.

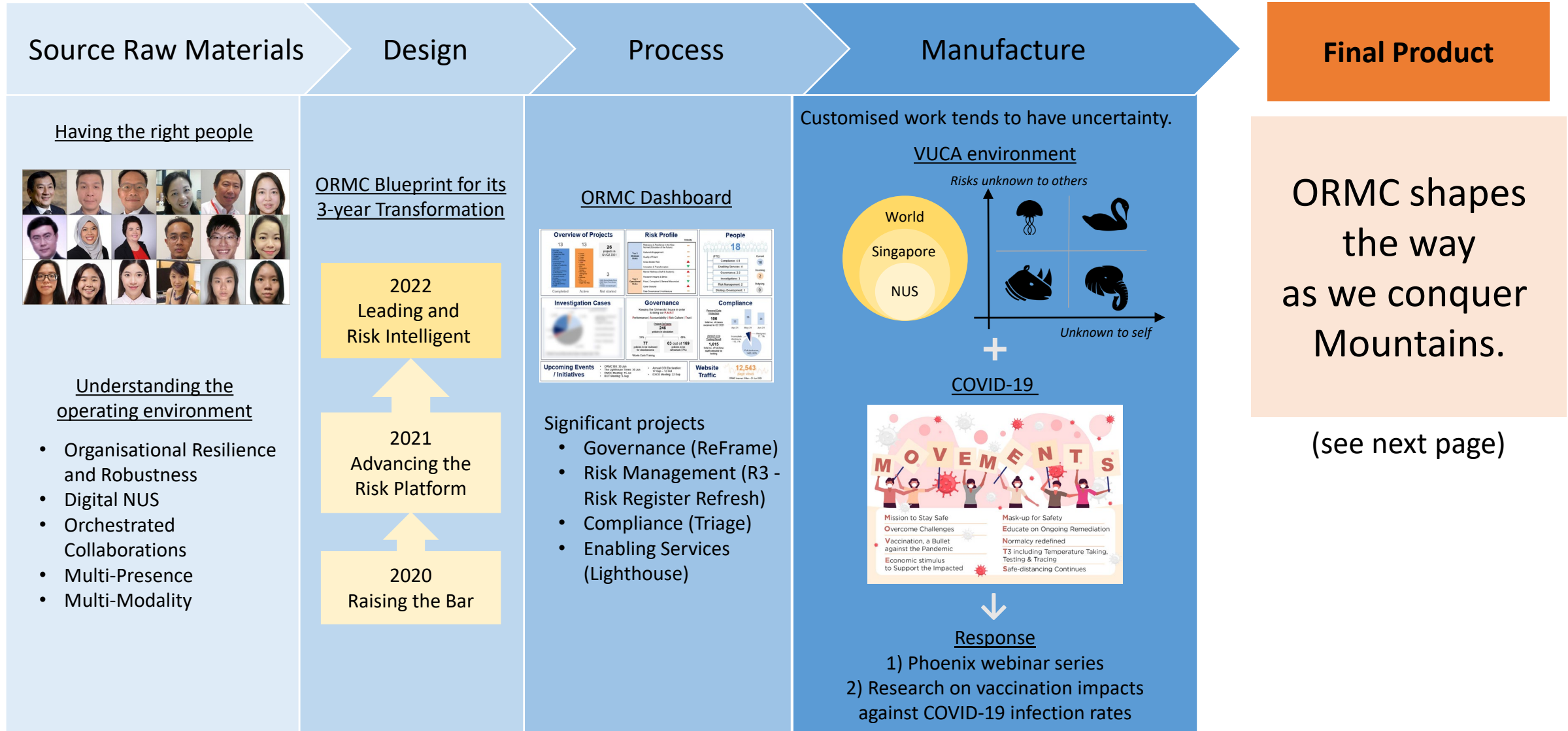
2020 was our Year 1 of risk transformation. With 2021, we go forth into the year of "Advancing The Risk Platform". We set out at the beginning of the year to advance our risk intelligent agenda and to build a sustainable physical-digital platform. I want to thank the leadership and their teams in joining hands to walk this journey together. In many ways, the fruits of this labour are coming through as you peruse ORMC180.

Enjoy!

*Dr Janson Yap,
NUS Chief Risk Officer*

Looking to 2022: Shaper of Risk Leadership

ORMC's framework to preempt and respond to opportunities



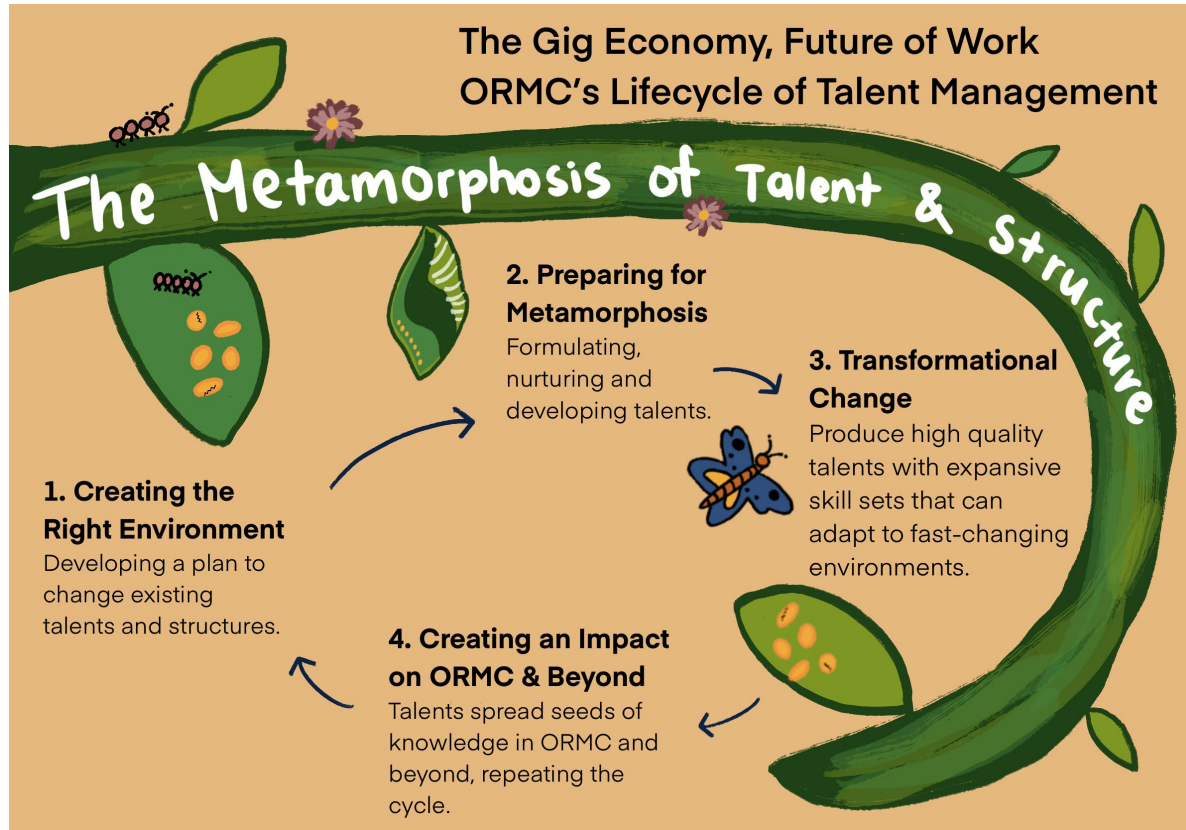
Shaping the Way as We Conquer Mountains.



*Illustrated by ORMC's
Management Associate,
Megan Ting*

H2 2021: Transition of Young Professionals

ORMC as a pitstop in career development



- ORMC, a runway for 4 Management Associates and 2 Resilience & Growth Trainees in H1 2021
- Engaged in digital skills training and inter-unit projects to learn and grow through uncertainty
- Young professionals to continue contributing their talents to NUS and elsewhere even after departing ORMC
- In H2 2021, ORMC currently has a total of 5 Management Associates

ORMC's 3-Year Transformation

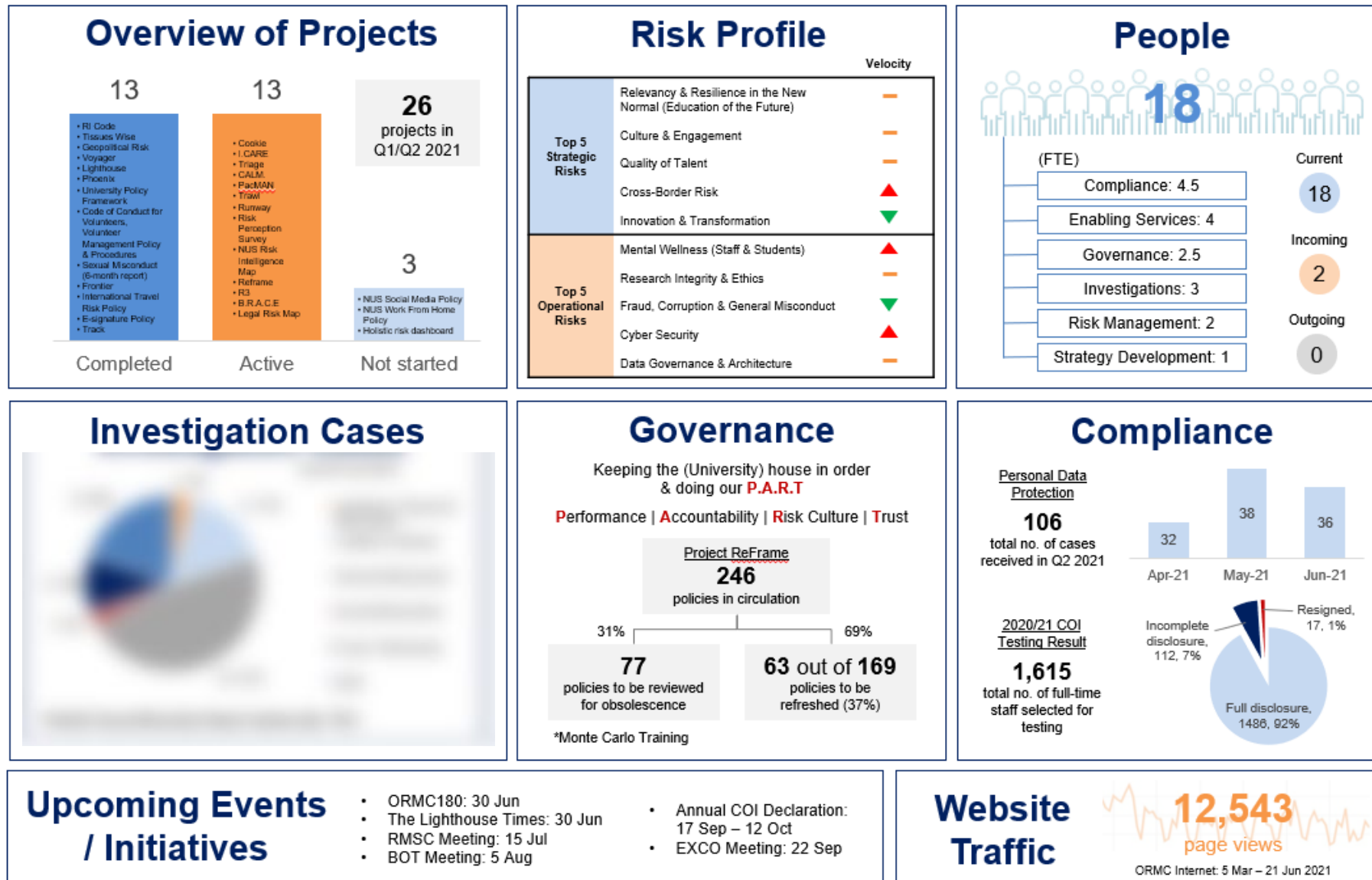
To become a leading fit-for-purpose risk intelligent function

Our Vision: Shaper of Risk Leadership



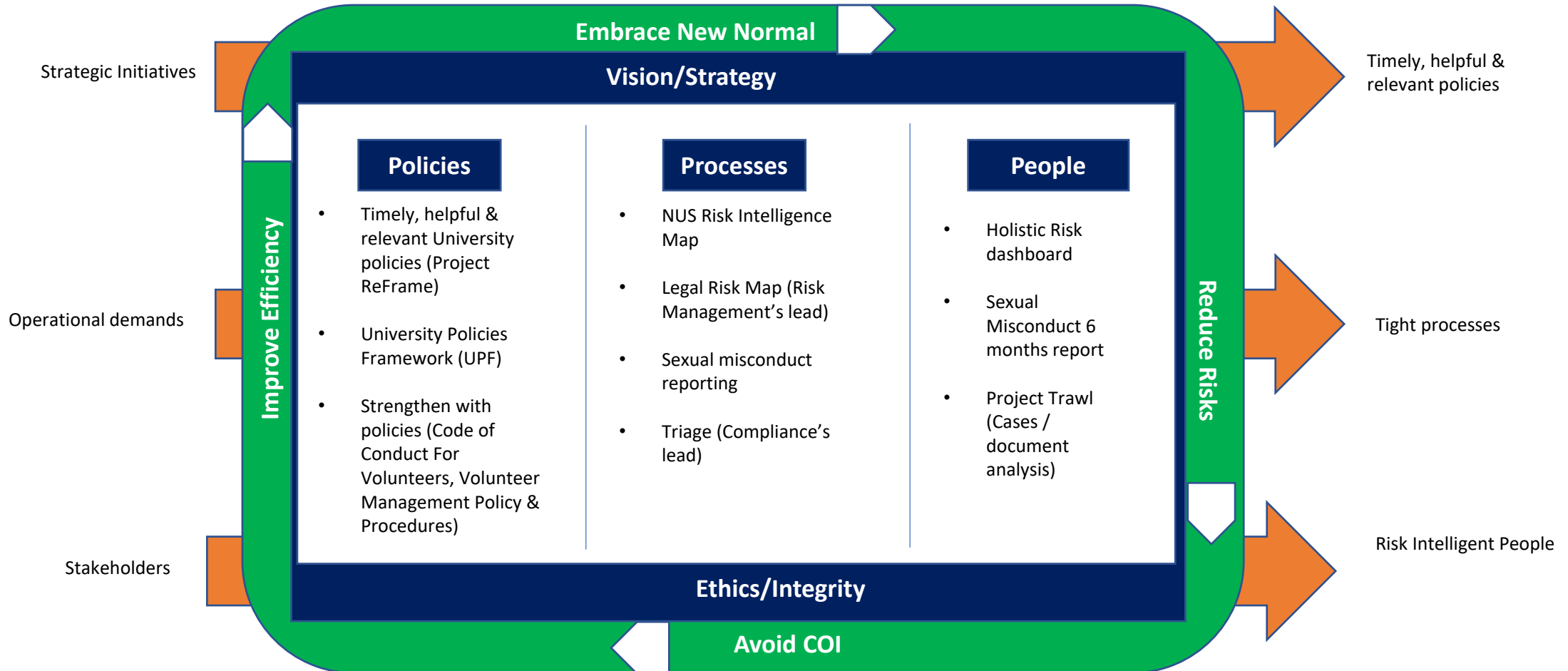
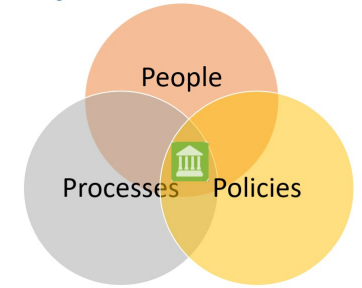
ORMC180 Dashboard

Q2 2021



Overview – Governance

Keeping the house (University) in order

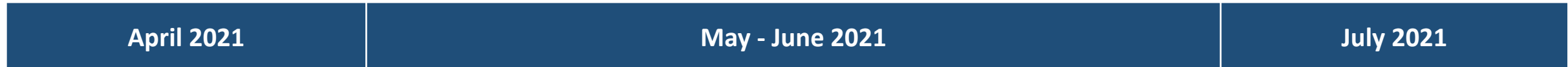


ReFrame

Formulating Call to Action

Propose owner review 77 (31%) of the existing policies with the view to retiring them. 63 of the remaining 169 policies (37%) are due for refresh.

	Current	Non Policy Documents - Repeal	New	Refresh (> 3 years)
ORMC's POV	246	77 (31%)	169	63/169 (37%)



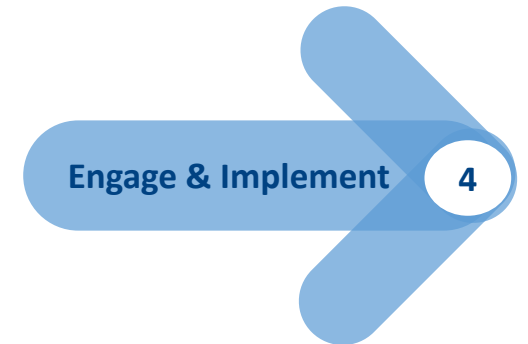
- Engagement with Policy Owners to consolidate NUS Policy Documents
- Verify for completeness & currency
- **Outcome: 246 policies**



- Review and assessment of all 246 Policy Documents for:
 - Relevance
 - Materiality
 - Timeliness & Effectiveness
- **Outcome: Call to Action Plan**



- Policy Documents mapped against the RIM, WEF Risk Themes and Industry 4.0 shifts to identify key risk focus areas going forward
- **Outcome: 59 Preliminary Risk Focus Areas (refer to Appendix)**



Overview – Risk Management

Driving a new paradigm of risk management with a risk intelligent approach

Preemptive Risk Management

- Apply hindsight, insight and foresight principles
- Use social sensing tools and predictive analytics to identify emerging risk trends

Proactive Risk Culture

- Active partnering with faculties and business units to facilitate implementation of the right risk and governance models
- Communicate through a variety of digital and physical channels to improve risk awareness and ownership

Risk Intelligent

OUR OBJECTIVES & WHAT WE DO

Digitization

- Tools and resources (interactive risk heatmap and risk binoculars)

Outreach & Awareness

- Business partnering
- Communications (Phoenix, Lighthouse, International Travel Risk Policy)
- Research and sensing (Risk Perception Survey)

Project Delivery & Excellence

- Enhance procedures and processes (Frontier, E-signature Policy)
- Recognition and awards (PRIMA)

Defined Frameworks & Methodology

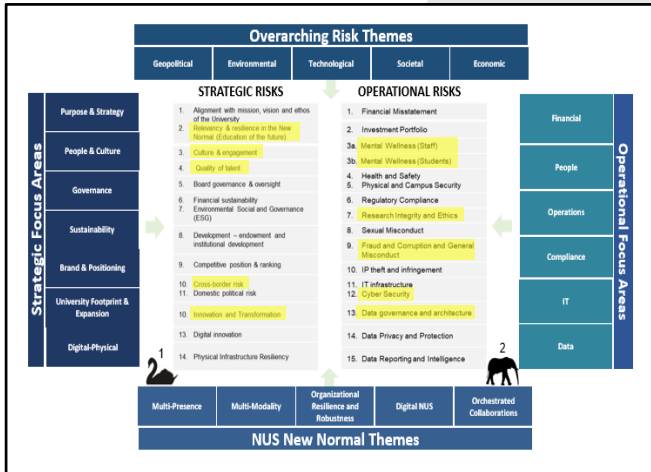
- Refresh risk profile and standardize risk register template (R3)
- Integrated business continuity management system (B.R.A.C.E)

Reporting & Operational Risk Management

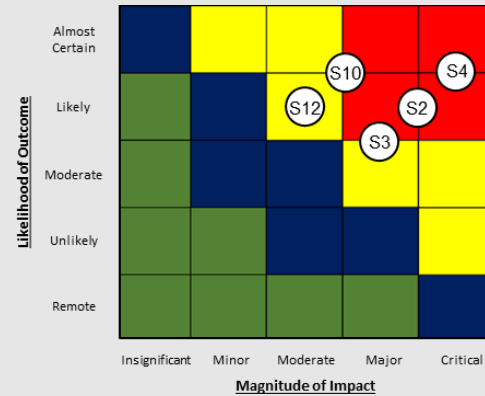
- Regular risk reporting (RMSC, ExCo, BoT)

R3 – Risk Register Refresh

Review the University's risk profile in consideration of the changing current and future environments

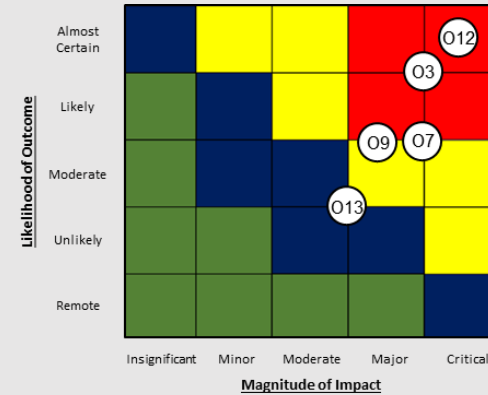


TOP 5 STRATEGIC RISKS



- S4:** Quality of talent
- S2:** Relevancy & resilience in the new normal (education of the future)
- S3:** Culture & engagement
- S12:** Innovation & transformation
- S10:** Cross-border risk

TOP 5 OPERATIONAL RISKS



- O03:** Mental wellness (staff and students)
- O12:** Cybersecurity
- O07:** Research integrity & ethics
- O09:** Fraud, corruption & general misconduct
- O13:** Data governance & architecture

- Refreshed NUS risk profile (14 strategic risks and 15 operational risks)
- Identified top risks for focus
- Updated risk assessment parameters
- Structured risk register template - pilot roll-out with selected business units

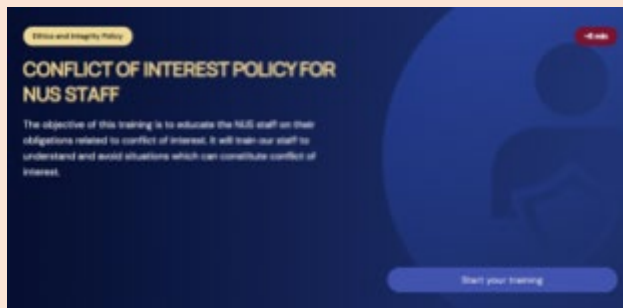
*The top 10 risks is a dynamic list, regular reviews will be required to assess changes in the environment and reprioritize as needed.

Overview – Compliance

Avoiding lapses, strengthening systems

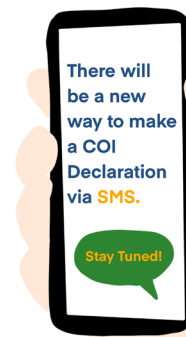
Integrity Outcomes as Part of COI Declarations

- ▶ Transforming NUS from being Policy Compliance Aware to Policy Compliance Ready



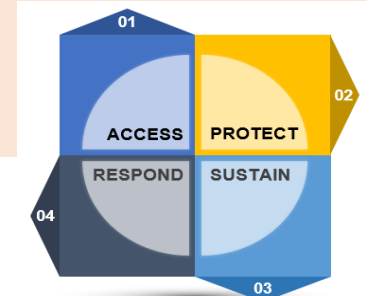
I.CARE System Experience

- ▶ Improving User Interface of COI System in hopes to increase compliance to COI policy and improve COI Team workflow



Data Protection 2.0 – Strategic DP Agenda

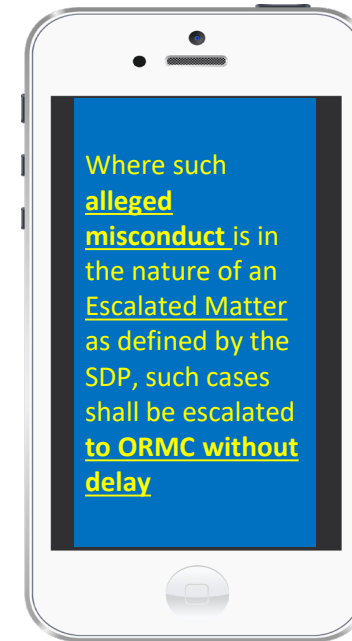
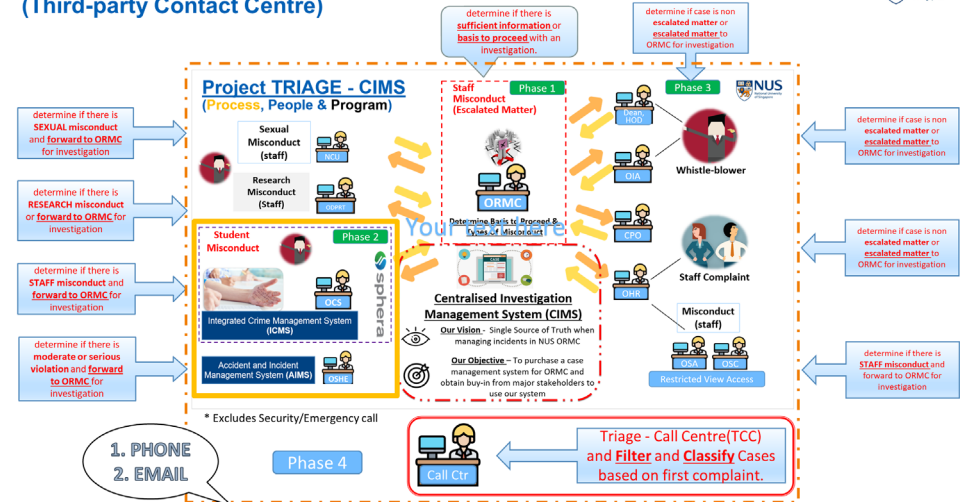
- ▶ Achieving 100% PDPA Compliance
- ▶ Enable NUS to reliably achieve its objectives while pursuing opportunities amidst threats and compliance to data protection regulations



Triage

- Creating a centralized process and direct cases/incidents (e.g. feedbacks, complaints and allegations of misconduct) to the right office/people to follow up on actions with timelines
- Free up capacity of staff and senior leaders to do their best work and not get bogged down by all incoming allegations from various sources
- Conduct early assessment of each case as they arise, triage

Project Triage - Call Centre (TCC) (Third-party Contact Centre)



Overview – Investigations

In confidence and consistent with applicable codes and regulations

- All reports of allegations are treated seriously
- Once case file is opened, investigation is tracked and followed through
- Investigation is guided by Code of Conduct and applicable regulation
- Principles of confidentiality, fairness, thoroughness, fact based, evidence, respect applied
- Reports are submitted promptly
- Committee of Inquiry (COI) or Board of Discipline (BOD) and Disciplinary Appeals Board (DAB) are convened in the next levels of the Disciplinary Process
- Some cases are reported to police depending on the types of misconduct

Investigation and Reporting Process



Overview – Enabling Services

1800-ENABLE

Digital Risk Platform

- ▶ Procure, develop and implement digital risk tools which are fit-for-purpose in risk work

Risk Academy

- ▶ Cascade risk-relevant information and promote risk culture in NUS



Risk Research

- ▶ Conduct research on risk themes (e.g. Risk Perception, Risk Landscape) and contemporary topics



Administrative support

- ▶ Ensure smooth running of the office and provide operational support to all units in ORMC

Lighthouse

Launch of communication channels to educate on risk management and showcase ORMC's work

External Website

Public-facing platform to understand ORMC and NUS's approach to risk management



The Lighthouse Times

ORMC's monthly bulletin on risk and policy updates for the NUS staff community



ORMC's Newsletter

Latest edition: Let's Talk about COI (7 May), shared on Microsoft Sway



2 PRIMA 2021 Awards

Outstanding Achievement for a Public Risk Product or Program

Outstanding Achievement for an Enterprise Risk Management



12,543 page views

3,632 users

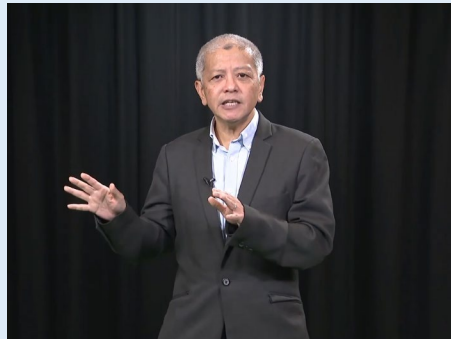
since website launch on 5 March 2021
(as of 21 June)

Phoenix Series

Develop risk intelligence in key contemporary and emerging risk areas

Established speakers in their fields invited

Speakers for Phoenix Episode 3:
Economic Outlook, New & Old Money



Prof Danny Quah
Dean, NUS LKYSPP



John Wilton
CEO, Wilton Strategy Inc.
Former Deputy President
(Admin & Finance), NUS

In-house talent for episode production

Megan Ting (Management Associate)
introducing the supporting venue, NUS
Museum, for Phoenix episode 4



PHOENIX EPISODE 3
ECONOMIC RISK
OLD & NEW MONEY



Event publicity on social media

Thumbnail of Phoenix episode 3 trailer,
shared on LinkedIn and YouTube

4

Phoenix episodes to date

128 attendees

per episode on average

74 views

per episode on YouTube on average
(as of 28 June)

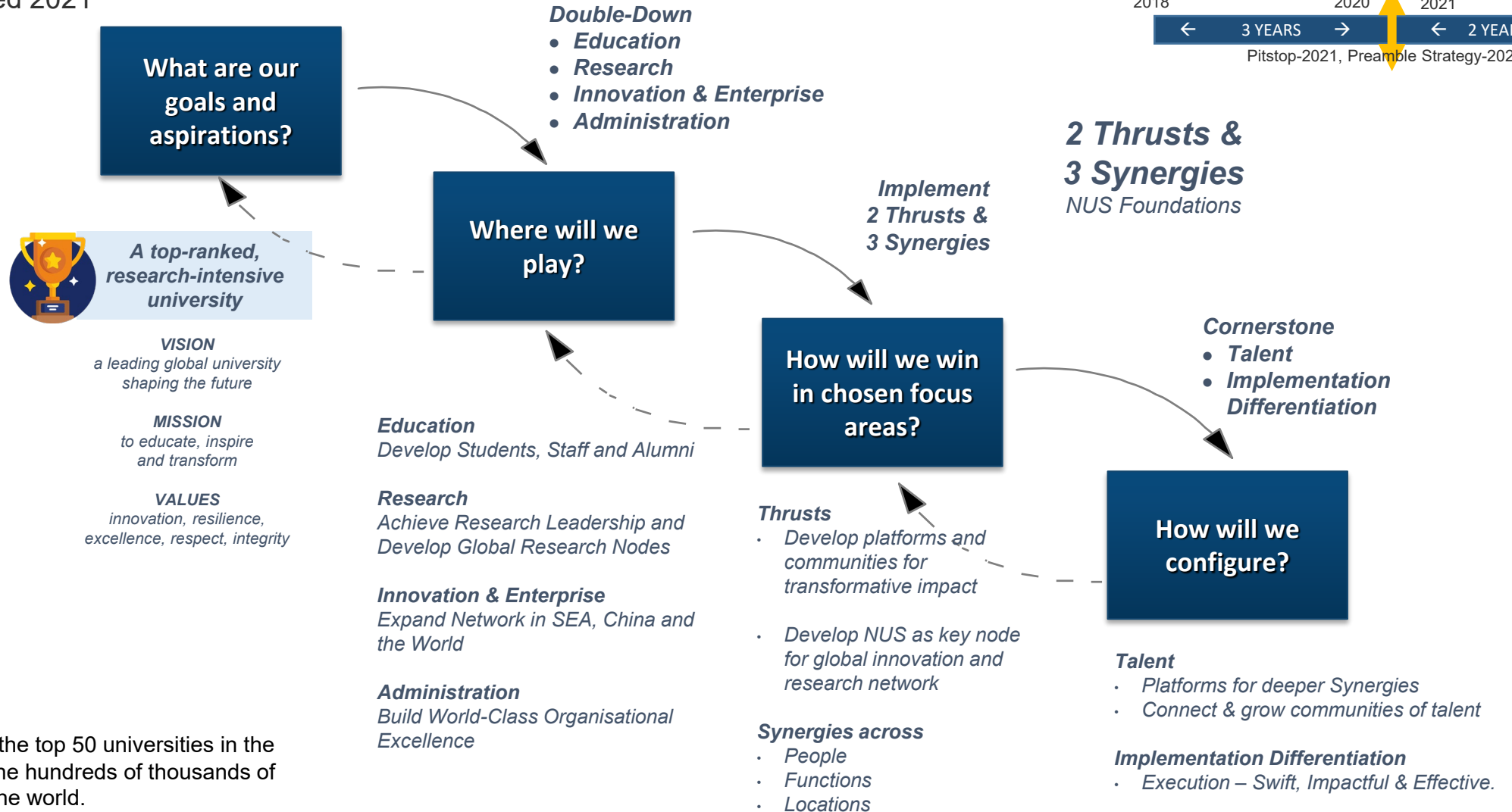
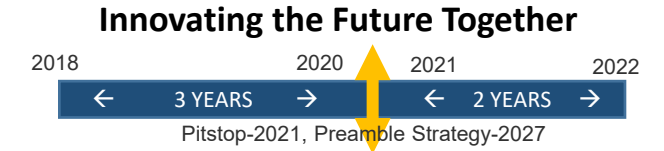
>98%

of survey respondents agreed that the
webinar content in episodes 3 and 4
were relevant to the topics

Overview – Strategy Development & Implementation

Current 5 Year Strategic Plan: Innovating the Future Together (2018-2022)

Edition 2018, Updated 2021



NUS is among the top 50 universities in the world, among the hundreds of thousands of universities in the world.

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

Recognitions



Dear Janson, thank you for the briefing today. I must say we are all very impressed with the caliber of investigations, the storytelling and the integrity clock. It is awesome work in my book.

I wanted to drop you a note to say thank you for your work with Project Trawl. I know it must have created a good amount of new stresses to your team. Thank you.



Excellent job, very impressed. You are good at putting the pieces together.



Clarence, thanks for checking in. We are putting our dedicated efforts and skills to new heights. The work extends beyond internal and external collaborations. We have broken new grounds with our investigative approach as well. Many thanks for the encouragement. I will be sure to pass it on.



Upcoming Milestones

Governance

- Development of Dashboard for Project Trawl (End to End RVW)
- Development of Holistic Risk Dashboard

Risk Management

- Risk Perception Survey Study
- Pilot roll-out of risk register to selected business units
- Prioritise crisis scenarios and develop playbook

Compliance

- 2021 Annual COI Declaration
- Project PACMan to be rolled out for 3 Policies (COI, Research Integrity, Infosec Policy)
- Rolling out TCC for the University

Enabling Services

- Phoenix episode 5

Welcome to the Office of Risk Management and Compliance



Important Updates

News & Updates on relevant policy, compliance and person data protection matters

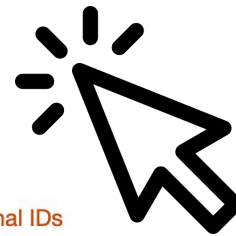
[VIEW ALL](#)



[Advisory Guidelines on PDPA for NRIC and other National IDs](#)
31 August 2018



[Draft Advisory Guidelines on Key Provisions of the Personal Data Protection \(Amendment\) Bill](#)
20 November 2020



Thank you for reading our
ORMC180 journey, stay tuned for
ORMC365 at the end of the year!

In the meantime, visit us at our
newly launched website:

nus.edu.sg/ormc