

2022 ORMC 365

Shaper of Risk Leadership

ORMC Report for 2H 2022

MESSAGE FROM CHIEF RISK OFFICER

Part 2: Present and Future



Please click here to watch the video: <https://youtu.be/wlxLV4eFa-Q>

ORMC | Lift & Shift and O.N.E. ORMC

Following “Lift and Shift” in early 2022, the O.N.E. ORMC culture was developed with the Department and Unit Heads, in collaboration with OETU, through a series of workshops, work culture survey and focus group meetings.

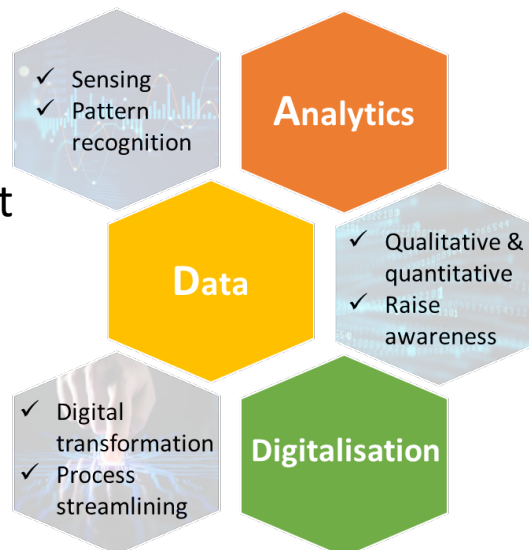


The first inaugural ORMC Management Meeting kicked off on 3 Aug 2022

The ORMC Management Team, Assurance and Monitoring (A&M) and Centre of Excellence - Analytics, Data & Digital (COE-ADD) were formed in Aug 2022.

The A&M was formed to transform Safety and Health audits through Artificial Intelligence

while COE-ADD was established under the Planning, Development and Enablement (PDE) Unit to be clever in our work with thought Leadership.



WELCOME TO THE 'ONE TEAM' SOUNDBITE

To meet the new management's objectives, 1,800 words established by (1) create an integrated and better-coordinated risk office; (2) establish the 'O.N.E.' work culture. Three months on, the project will now start to a new phase titled 'ONE ORMC'.

Here are some updates on workshops/achievements and progress:

- Space has installed a Workspace Pod at Venetia 404-502. Also, the Compliance team has since shifted to Venetia, for easy fit.
- Future Organisation has conducted visioning workshops for Governance & Risk Management, Safety & Health, and Emergency Management. The units are developing their respective 'Play-to-win' framework to ensure that their respective unit will be future-ready.
- Planning & Communications (P&C) has completed the redesigning of COE's references in the digital space. Ongoing conversations are held with management to refine the B&C strategy for ORMC.
- Progress and operational update shared with the staff. ORMC is a central command hub for the NUS. ORMC is a central command hub for the NUS. ORMC is a central command hub for the NUS.

ORMC Opportunities Networks Enthusiasm

Our journey thus far...

- Lift & Shift go-live
- S&H Adviser
- Consolidated with ES Jan '22

Conducted Visioning Workshops with Unit Heads Mar - Apr '22

Re-organisation of ORMC in progress NOW

Merger of Governance & Risk Management Unit Feb '22

Apr - May '22 Conducted workshop on developing the 'O.N.E.' for 'ME' Culture

Here are some updates on the upcoming changes:

1. Dr Peck Tian Guan will be appointed Deputy Chief Risk Officer
2. The Crisis Management (CM) unit will be transferred to University Campus Infrastructure (UCI) on 1 Jun 2022

Please join us in congratulating Dr Peck on his new role, and sending our appreciation to Mr Yoon and the CM unit as they join UCI in Jan 2022.

KEY CHANGES

- Formation of Assurance & Monitoring Unit & Centre of Excellence - Analytics, Data & Digital
- Staff movement:
 - Dr Sheila Ruben to GRM
 - Han He to PDE
- Change in unit names:
 - 1. Investigations → Escalated Investigations
 - 2. Enabling Services & Strategy → Planning, Development & Enablement
 - 3. Compliance → Compliance & Data Privacy

More information on F.O.R.S will be shared at the upcoming ORMC Department Meeting. THIS MARKS THE CLOSURE OF PROJECT O.N.E. ORMC

ORMC Opportunities Networks Enthusiasm

FURTHER UPDATES ON OUR CRISIS MANAGEMENT UNIT

The Crisis Management (CM) framework is currently undergoing a redesign, and aspects of operational handling of incidents will be transferred to UC Campus Emergency and Security (CES). WITH EFFECT FROM 1 JUN 2022, CES functions will be delineated between ORMC and the Emergency Response Infrastructure (ERI), and the following unit will be transferred to UCI Campus Emergency and Security (CES):

- An Team Team Shift
- No. 1000 Emergency Response Infrastructure
- No. 1000 Emergency Response Infrastructure
- No. 1000 Emergency Response Infrastructure

They will bring their expertise in CEM to contribute to incident and crisis operations and management for CES.

With this move, the roles of ORMC and CES in managing crisis and/or incidents are briefly listed below:

ROLE OF ORMC

- Develop the policy discourse for crisis situations
- Support planning and forecasting for long-drawn crisis situations
- Plan and manage incidents and crisis
- Formulate plans and coordinate responses for NUS, SG Security's efforts

ROLE OF CES

- Enable operational efficiency in dealing with incidents on the ground
- Direct the operational delivery of incident response and crisis management in liaison with responsible departments, emergency responders and senior leadership
- Plan and manage incidents and crisis
- Formulate plans and coordinate responses for NUS, SG Security's efforts

EVENTS & MORE

New Teams, New Bonding Opportunities! Upcoming #ORMCares CSR event, Kayak N Klean cum Beach Cleaning, End August 2022, 9am - 2pm

• Eagles Point Beach (Sembawang)

CHANGES TO THE WORKPLACE

- Gerry and the GRM unit have relocated to Venetia
- Joel and the Chemical Safety Team have relocated to UHall

Upcoming Asset maximization and Redesigning of work spaces

• Meeting pods in UHall

Updates and changes to the ORMC organisation chart were also shared with the Department regularly through 'Soundbites'.

 **Mission:** Risk is understood, owned, actioned and mitigated

 **Vision:** A Shaper of Risk Leadership

Charter

To assist NUS in **managing the risk & safety universe**, enabling the NUS community, including its staff and students to enjoy a safe environment for all to educate, learn, live, work and play.

To be Truly Great means we are **thought leaders in the areas of risk & safety**, and demonstrate this leadership through implementation and actions.

01

OUR ACHIEVEMENTS



Key Statistics | Intelligent Risk Management

Risk recognition and management is a dynamic process. NUS prioritises risks & balances impacts with benefits. Adhering to acceptable risk levels set by the Board & Management is crucial for achieving University's mission & values.



15 Key Risks Identified and streamlined



1. Sexual Misconduct Policy
2. Cloud policy
3. COI
4. Code of Conduct
5. Data Management Policy
6. IT Security Policy
7. NUS Code & Procedures for Research Integrity
8. Personal Data Protection Policy & Procedures
9. Policies relating to University Intellectual Property
10. Research Data Management Policy
11. Staff Disciplinary Procedures & Sanctions Policy
12. Whistleblowing Policy



12 Impactful Policies refreshed

300 records and **230** risk modules registered in RiskTrace

17 Impactful Engagements with Management & Stakeholders



Management: RMSC (4) / EXCO (4), BOT (4)

Stakeholders: ODPRT (Project Risk Management), DVO (Project R.A.M.P.), ETP (Work Culture study), OHR / OLA (Project Holmes)

NUS Key Risk Register | Streamlined Key Risks

The NUS Key Risk Register has been enhanced to feature a targeted list of 15 key risks (streamlined from 21). ORMC monitors and reprioritises the top 5 risks where needed in line with changes in the risk landscape.

Overarching Risk Themes				
Geopolitical	Environmental	Technological	Societal	Economic

STRATEGIC RISKS

OPERATIONAL RISKS

Strategic Risk Focus Areas	Purpose & Strategy Misalignment	1.	Strategy misalignment with the University's vision/ mission and irrelevancy in post-normal times	1.	Financial misstatement	Operational Risk Focus Areas	
	University in Overseas Jurisdiction	2.	Cross-border risks & fallouts	2.	Mental wellness (staff and students)		Financial Risk
	Talent & Mindset Misalignment	3.	Talent risks	3.	Health & safety lapses		Health, Safety & Wellbeing
	Leadership & Governance Misconduct & Lapses	4.	Mindset misalignment, engagement and work culture within the context of Future Of Work	4.	Sexual misconduct		Regulatory Non Compliance
	Sustainability Risk	5.	Governance & risk management gaps	5.	Lapses in research integrity/ ethics		Technology & Data Risk
		6.	Financial sustainability risk	6.	Fraud & corruption		
				7.	IP theft & infringement		
				8.	Cybersecurity		
				9.	Data governance & privacy breaches		

Summary	Focus Risk Areas	Key Risks
Strategic	5	6
Operational	4	9
Sub-Total	9	15



NUS Post Pandemic & Endemic Ways of Working



1. Black swan is a metaphor that describes an event that comes as a surprise, has a major effect, and is often inappropriately rationalized after the fact with the benefit of hindsight
2. 'Black Elephant' is "a cross between a 'black swan' and 'the elephant in the room', a problem that is known, yet not adequately addressed, and when it happens, has the potential of black-swan-like consequences

Updated on 30 Jun 2022

 Top 5 Key Risks for Q2 2022

Key Statistics | Smarter & Targeted Compliance and Independent Assessment

ORMC also ensures legal, ethical conduct and integrity through its Compliance & Data Privacy Unit and investigates misconduct with its Investigation Unit as reflected in some key statistics shown here.

Smarter & Targeted Compliance



377 Personal Data Privacy Cases received

- 42%** Advisory
- 20%** Cloud Assessment
- 6%** Data Breach and Complaints

75% cases were closed within 1 week



56 Whistleblowing Cases received

- 39%** are on Institutional Equity and Staff Conduct
- 23%** Student Conduct

70% cases submitted were non-anonymous

Independent Assessment

10% Research & Training

- Review of existing policies and develop SOPs
- Maintaining and updating investigation statistics

5% Engagement

Building network, sharing findings and develop training materials

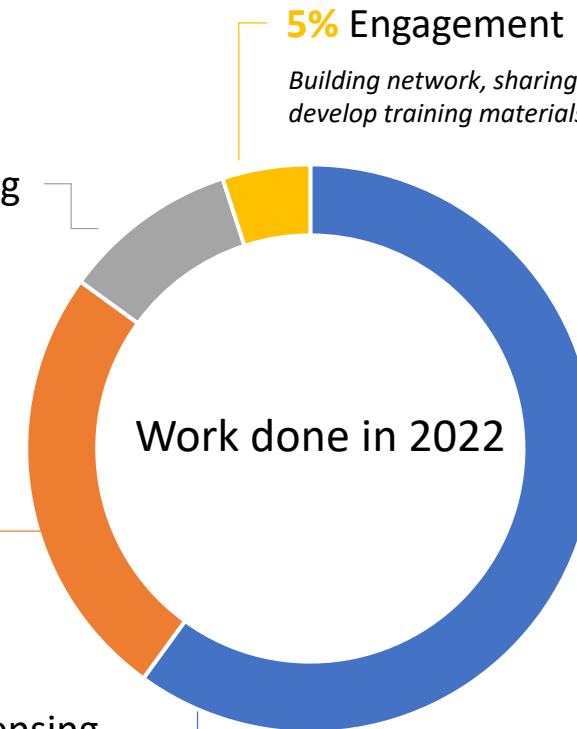
25% Intelligence & Sensing

Collating information and producing actionable insights for investigation and risk policies

60% investigative work

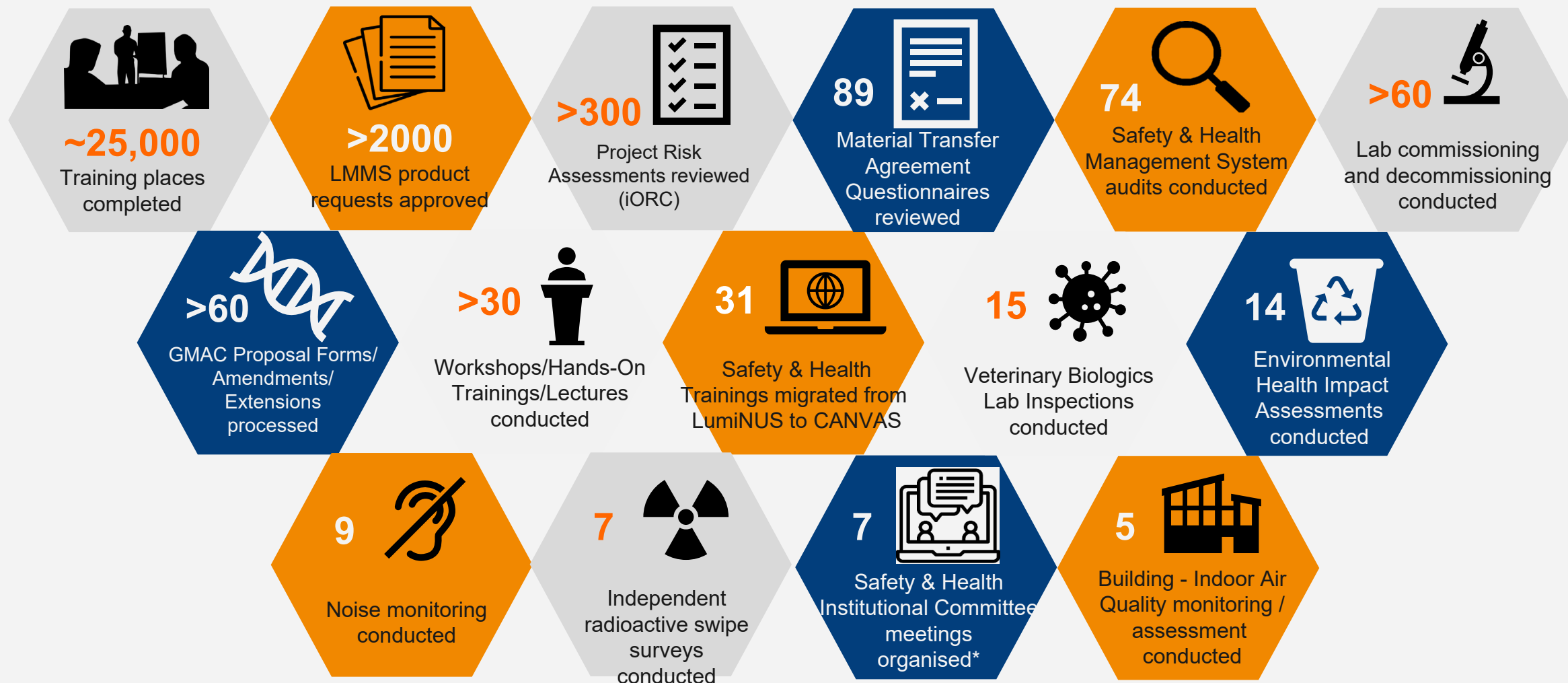
- Investigation into complaints and allegations
- Liaison with internal and external stakeholders

31 Investigations initiated between Jul to Dec 2022



Key Statistics | Safety for All & by All

A positive safety, health and environmental culture and learning experience for NUS staff and students is promoted as shown in the work done through ORMC's Safety and Health unit.



* 2x S&H Management Committee (SHMC), 2x Institutional Biosafety Committee (IBC), 1x Institutional Laboratory Safety Committee (ILSC) and 2x Institutional S&H Professionals (ISHP)

Training Places

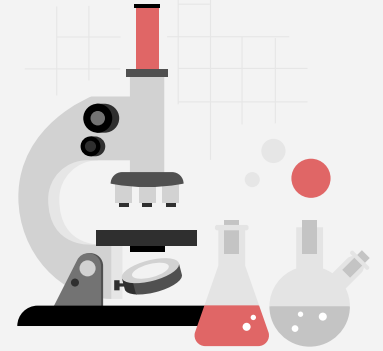
~25,000 training places were completed from >30 safety and health training courses offered by the Safety and Health unit of ORMC to build up competency of NUS staff and students.



LMMS Product Requests

The Laboratory Materials Management System (LMMS) was developed to assist Principal Investigators and researchers to manage their inventories of their chemicals, biologics and radiation materials.

>2,000 new LMMS product requests were reviewed and approved in 2H of 2022.



Project Risk Assessments (iORC)

>300 Project Risk Assessments were reviewed and/or approved by the Safety and Health unit of ORMC / Institutional Biosafety Committee (IBC) / Institutional Laboratory Safety Committee (ILSC) to ensure requirements and control measures are met / adhered to.



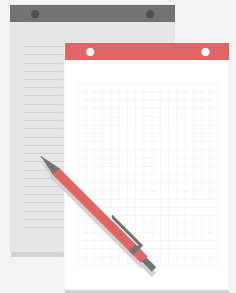
MTA Questionnaires

89 Material Transfer Agreement (MTA) Questionnaires were reviewed in 2H 2022 to ensure compliance to regulations.



SHMS Audits

74 Safety and Health Management System (SHMS) audits for Department and Academic Supervisors were conducted to ensure robust systems are implemented and maintained.



Ensuring Safety and Health in NUS

Department Audits 2022/2023

An award scheme to recognise departments that have implemented an effective department safety & health management system (DSHMS).

- **36** departments were audited. Most of them were **high hazard lab-based departments**.
- The results of the award will be announced in March 2023.



Streamlining Physical Safety Standards

To eliminate duplicated S&H documents and provide greater clarity and guidance to users to comply with the requirements of high-hazard physical activities, **4** NUS standards* were reviewed and replaced with **simplified quick guides**.



**Working At Height (WAH), Log Out Tag Out (LOTO), Lifting and Permit To Work (PTW)*

Workplace Risk Assessment

Two workshops were conducted to identify:

- Enhancement to existing NUS Risk Assessment against the Code of Practice on Risk Management 3.0.
- Wishlist of the Risk Assessment IT tool from users (such as PIs, SHCs, Safety Leads).



From which, **20** improvements were identified and will be used to develop the **Risk Assessment IT tool**.

Indoor Air Quality (IAQ) Standards / Guidelines

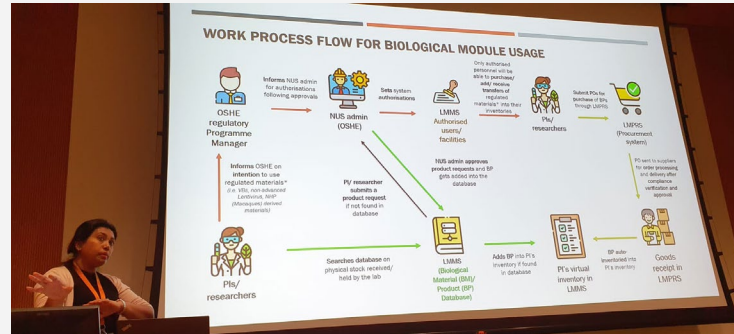
- A taskforce comprising of academia, facility managers and S&H professionals was formed to **establish indoor air quality (IAQ) guidelines for NUS buildings**.
- Quick guides on safe use of IAQ management equipment such as UVC devices and air cleaners were developed.



Ensuring Safety and Health in NUS

Implementation of LMMS in DUKE-NUS

3 user training sessions were conducted after implementing the laboratory materials management system (LMMS), radiological and biological modules in Duke-NUS Medical School to track these hazardous materials in their labs, in addition to the chemical module adopted earlier in 2022.



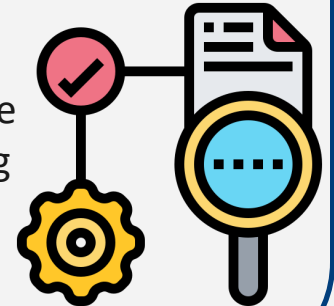
LMMS (Biological) training at Duke-NUS

S&H Community of Practice (CoP)

Safety and health (S&H) community of practice framework for Safety and Health Coordinators (SHC) was established for the:

1. NUS Medical Cluster & Duke-NUS
2. Research Centres/Institutes

The aim of the CoP is to enhance the competency of the SHCs, supporting the continual improvement of Safety & Health management in NUS.



Maximum Allowable Quantity (MAQ)

UCI and ORMC jointly developed a plan, which was approved at SPACE, to optimise the Maximum Allowable Quantity (MAQ) of Petroleum and Flammable Materials stored in lab-based buildings without compromising safety & legal compliance.



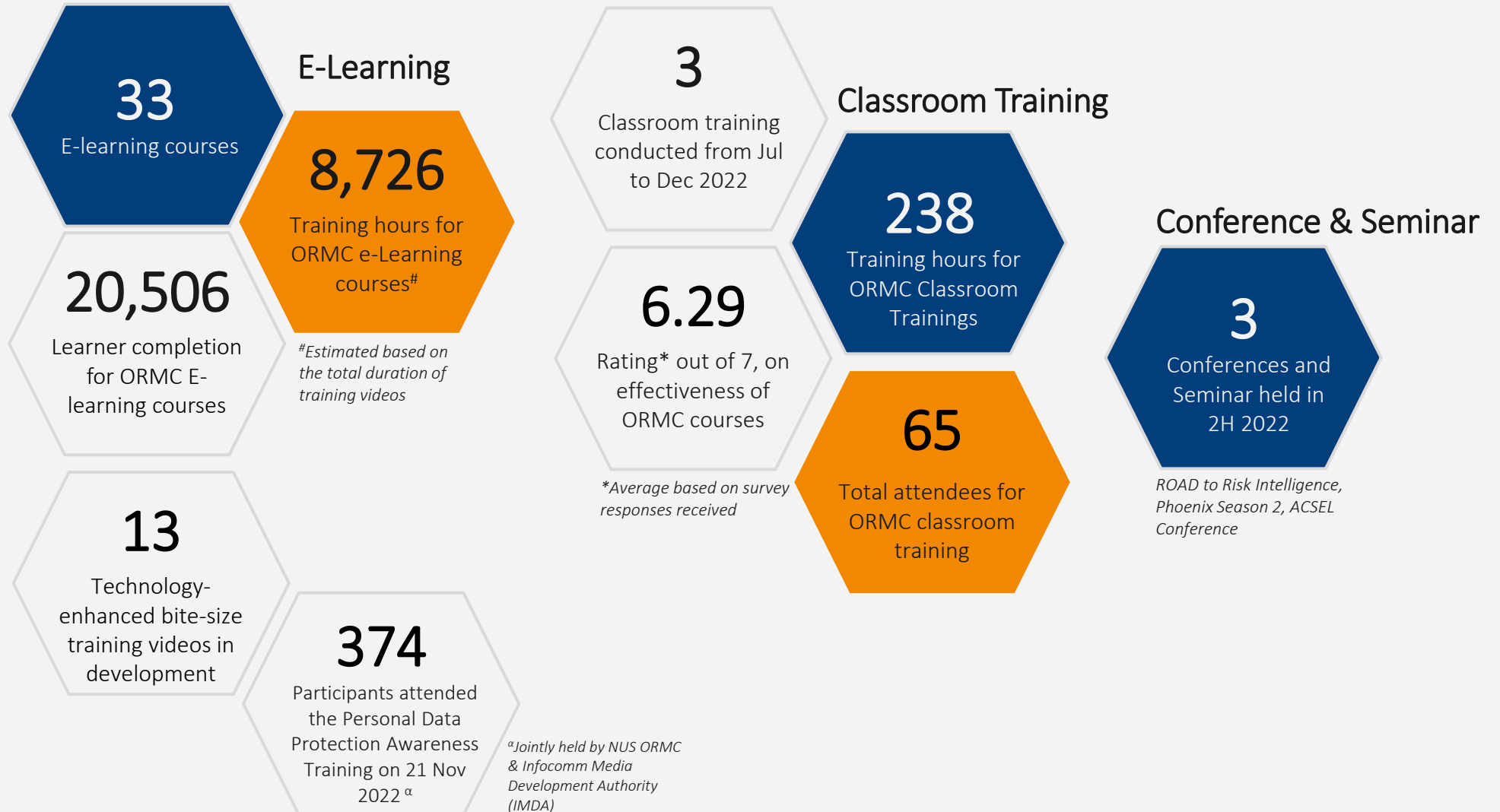
Review of SHC Toolkit



The SHC Toolkit has been updated to include various resources, such as guidance on establishing a S&H management system, curated soft-skills and technical training to enhance the competency of the SHCs.

Key Statistics | Enabling Sustainable Risk & Safety Capability

Proper education on risk and safety is essential for effectively managing and reducing potential hazards, ensuring the well-being of all staff and students.

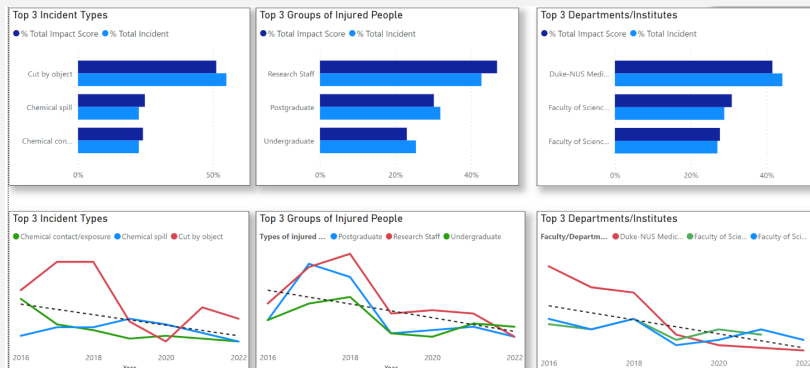


Analytics, Data and Digitalisation

ORMC's COE-ADD collaborates with various units and NUS departments to explore opportunities to drive productivity and efficiency gains works through the use of data analytics and digitalisation.

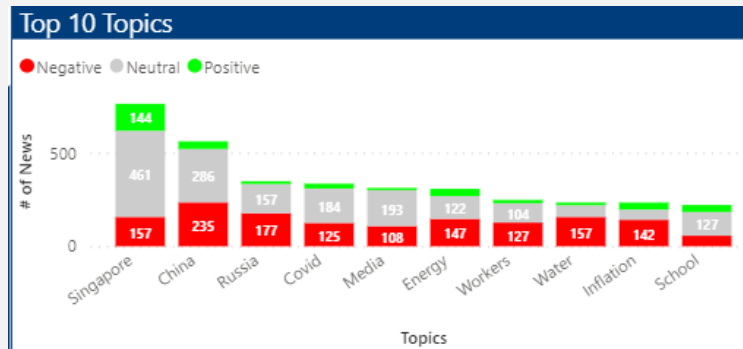
S&H Incident Data Analysis

Collaborated with S&H unit to assess 6.5 years of 500+ historical incident data and discovered opportunities to improve current system



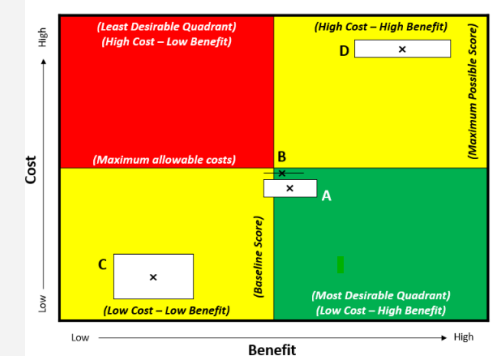
Project SENSE

Collaboration with ODI in Sensing the Environment through Navigating Social media Ecosystem and developed real-time societal risk model based on English editorial news



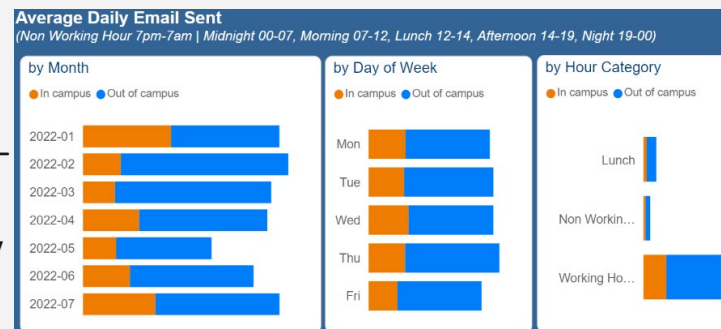
ADD Research Paper

Integrated research on analytics and visualisation techniques with focus on application to risk management was done in collaboration with the ODPRT.



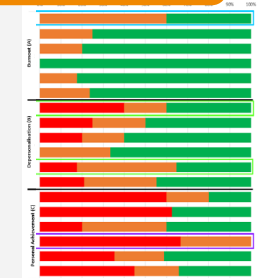
Project SWIFT

Synthesising Work In the Form of Telecommunications, a collaboration with NUS-IT (Analytics team), analysed the impact of flexible work arrangement on staff productivity through meetings indicators.



1st Burnout Survey Analysis

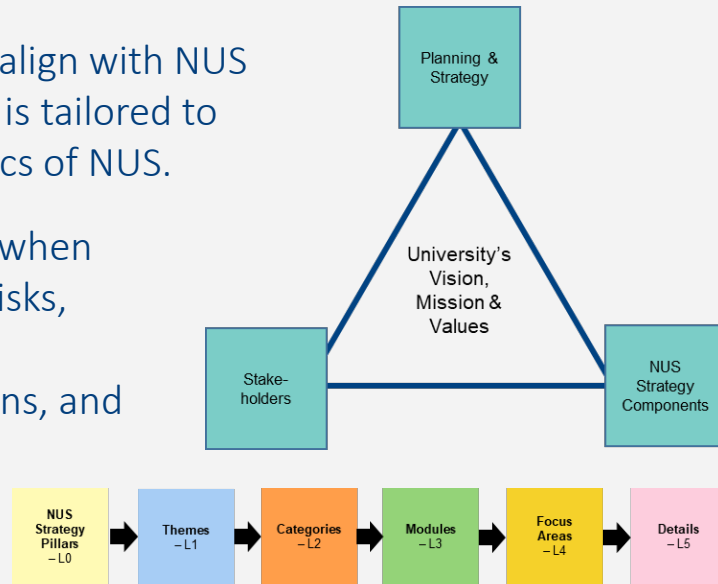
Identified units with higher burnout level for further improvements to enhance work-life-balance and culture



RiskTrace | Risk Repository Tool of the NUS Risk Universe

RiskTrace is designed to align with NUS Strategy 2023-2027 and is tailored to the specific characteristics of NUS.

It provides information (when available) on identified risks, including past incidents, compliance considerations, and mitigation solutions.



About RiskTrace

1. Defines the *NUS Risk Universe*
2. Serves as the *Risk Repository*
3. Enables *tracing* of operational issues staff faced to key risk areas.

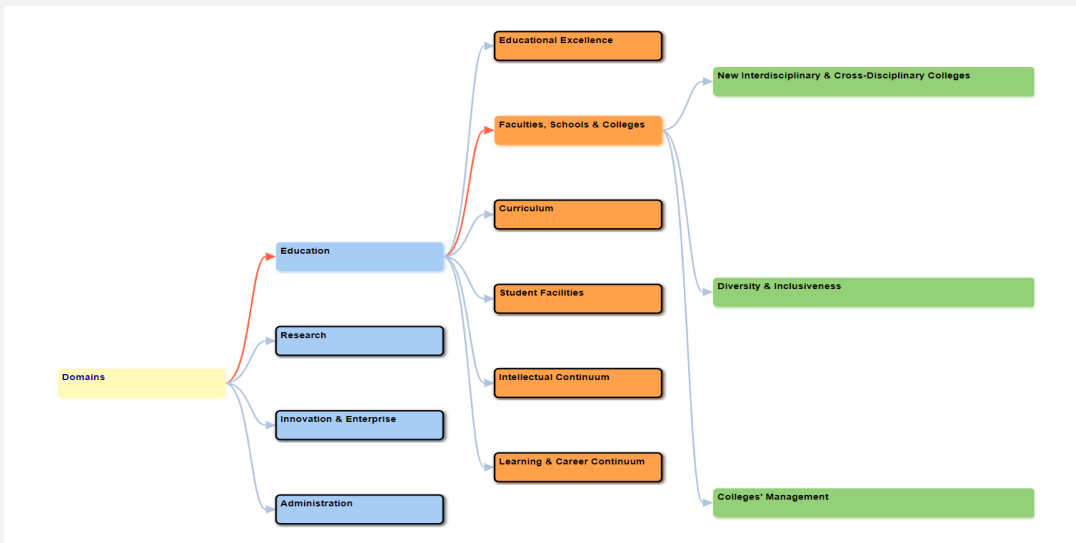
Objective

- Increase general risk awareness
- Enable NUS staff to identify relevant risks which are impacting their work
- Kick-start efforts to tackle risk issues

230 Risk Modules (L3)

302 Records (Reference Cards)

Continuously populated, more to come...



Project C.A.L.M.

Project **C**ommunity **A**ctivism **L**andscape **M**onitoring looks out for and assesses the risk profile of NUS facilities and activities.

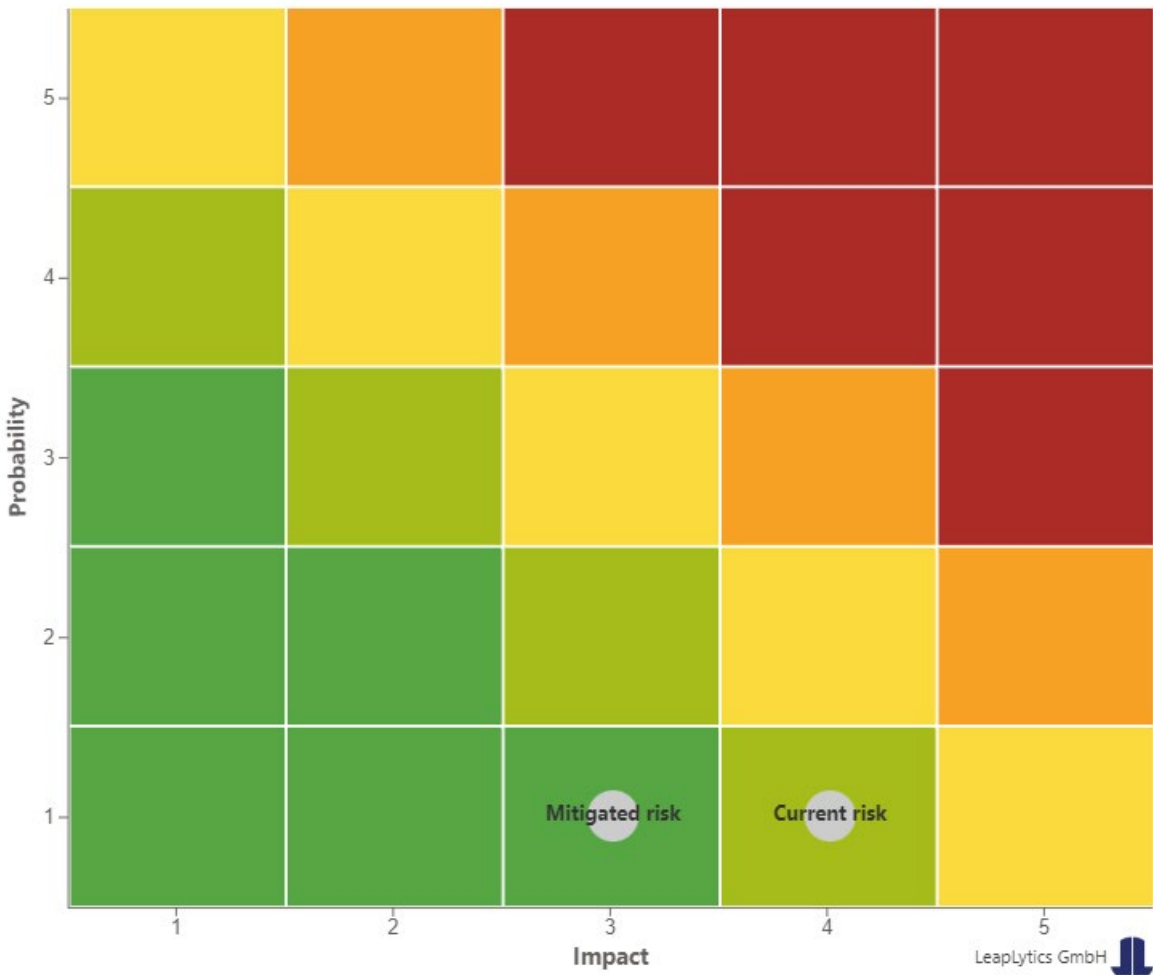
This includes Buildings Vulnerability Assessment

- Interactive platform
- Risk profile of buildings and facilities assessed for vulnerabilities against external threats surfaces and vectors
- Building vulnerabilities can be pivoted by threat vectors
- Vulnerabilities level - green, yellow & red



Project Quantify | Predictive Analytics for Student Wellness

Mental Wellness of staff and students is one of the top 5 key risks identified. In collaboration with Office of Data and Intelligence (ODI), this project facilitates the pre-emption and assessment of mental wellness risk using predictive analytics to mitigate these risks.

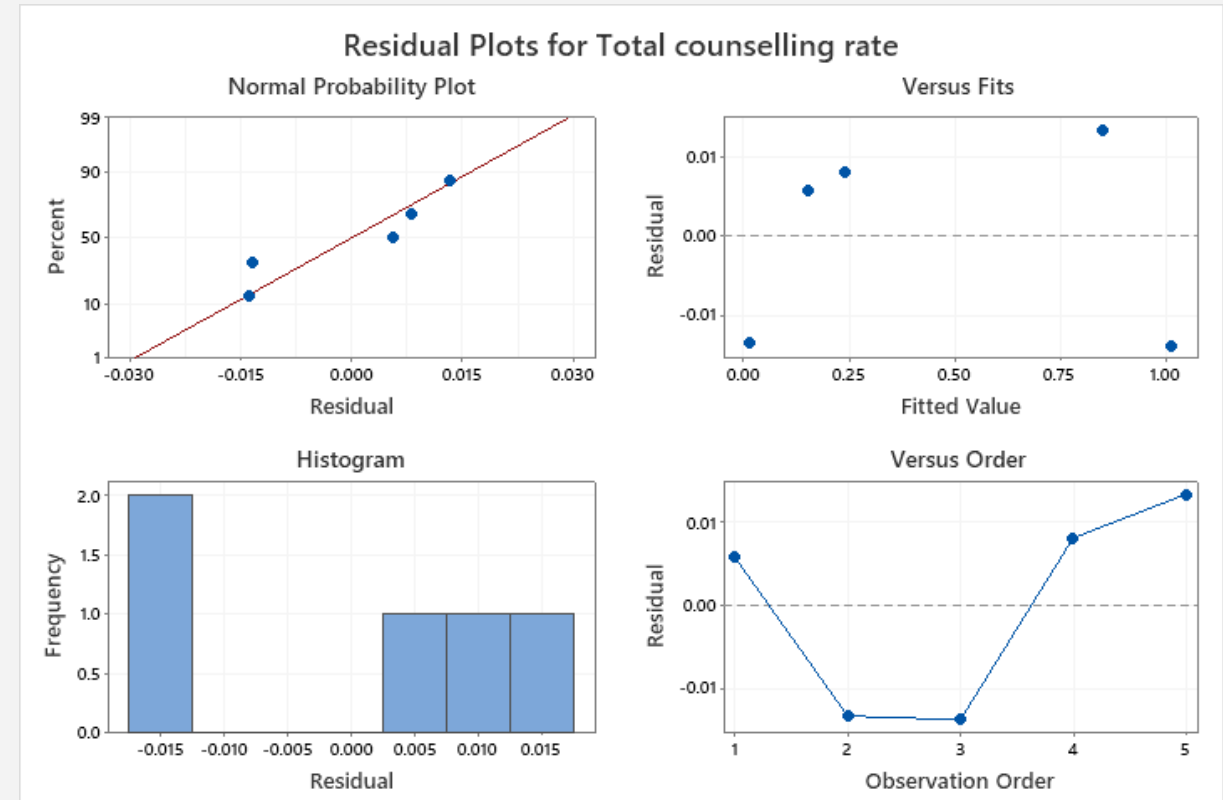


Simulated Risk Positioning on Heat Map

Significant variables

- Significant GPA drop rate
- Real GDP growth rate
- Average waiting time

$$Y = \beta_0 + \beta_1 \times X_1 + \beta_2 \times X_2 + \dots$$



Project Freedom | Geopolitical Risk Report & IHLs 2022

Student and Faculty Risk Considerations

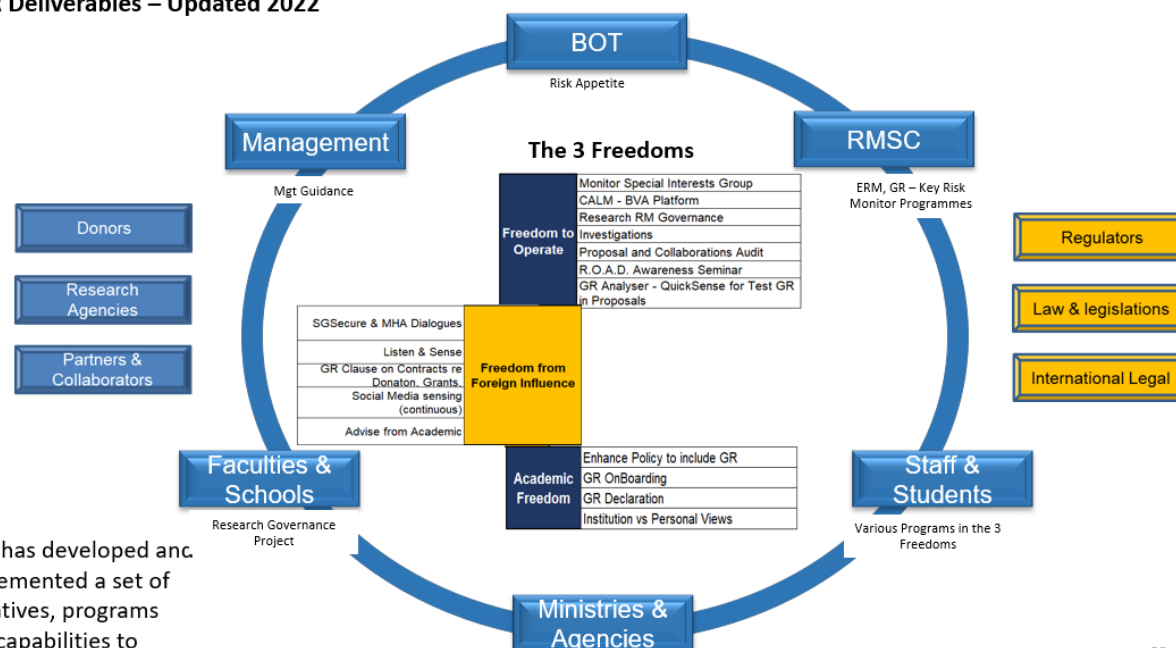
Geopolitical risk (GR), the security and stability of our nation amidst the challenges of foreign influence and the safety and academic freedoms of our community are always at the forefront of IHL senior management's concerns.

Given the complex nature of GR, where many of the initiatives are covert in nature, actionable intelligence remains the single biggest challenge. The framework and platform is constantly enhanced.

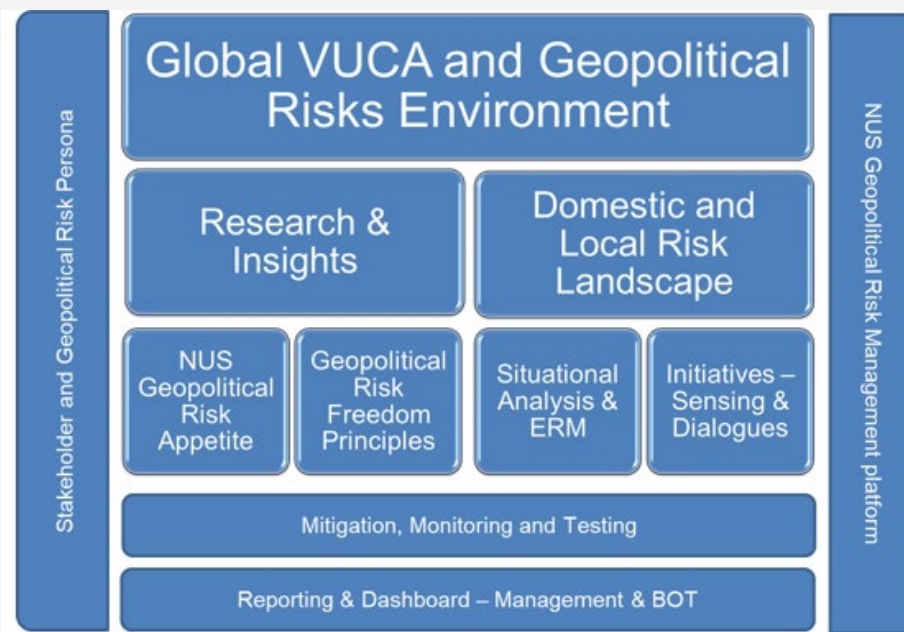
Top Geopolitical Risks in 2022 (Likelihood/Impact)

1. Russia-NATO Conflict
2. Global Technology Decoupling
3. Major Cyberattacks
4. Emerging Markets Political Crisis
5. US-China Strategic Competition
6. Major Terror Attacks
7. North Korea Conflicts
8. Gulf Tensions
9. Climate Policy Gridlock
10. European Fragmentation

GR Deliverables – Updated 2022



NUS has developed and implemented a set of initiatives, programs and capabilities to address GR



Work Culture Survey



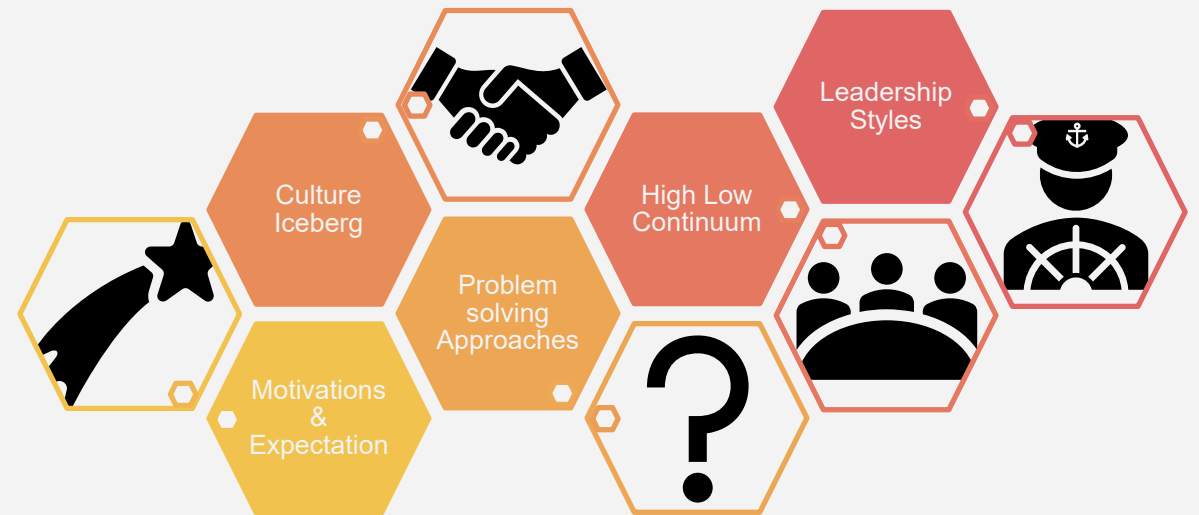
Talent Risk, one of the main risk items, is a key challenge that needs to be addressed. Understanding talent risk in a department is done by profiling workplace dynamics through work culture survey at the departmental level and across functions.

In collaboration with the Agility Office (formerly OETU), Work Culture Profiling Surveys were conducted for [ORMC](#), [Development Office \(DVO\)](#) and the [Industrial Liaison Office and Enterprise \(I&E\) Cluster](#) respectively in 2H 2022.

The insights gathered from the survey will help the management:

- ✓ Understand the **work culture profile** of the department
- ✓ Address concerns identified for specific issues (if any) through recommendations provided
- ✓ Deliver the **strategic priorities** for the upcoming years

Comprehensive Analysis of Work Culture Elements



Project CUT | Conflict of Interest Compliance Testing

Conflict-of-Interest (COI) Declaration is important!

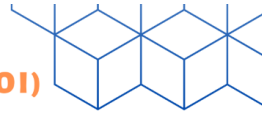
Ethics and Integrity are shared values of today's leading organisations, like NUS. Let's make NUS a secure and reliable place for our community.

Watch what our COI ambassador, Megan Ting, has to share!

[Watch Here!](#)

All NUS staff have a duty to declare their Conflict of Interest (COI) or potential COI and they can declare annually when the declaration cycle begins or on an ad-hoc basis when a COI/potential COI occurs.

8 AREAS OF POTENTIAL CONFLICT-OF-INTEREST (COI)



- 1 Undergraduate admissions, financial aid and scholarships-related matters**
- 2 Student and Academic-Related Matters**
- 3 Job applicant and Staff relationships**
- 4 External Commitments**
E.g. additional commitments, new appointments or activities outside the University
- 5 Intellectual Property Rights**
- 6 Research and related matters**
E.g. Principal Investigator/Co-investigator who are planning or have taken research project work for which they will/have received benefits
- 7 Financial Interests in third parties**
E.g. owning or having a controlling share in and/or being a director of a 3rd party
- 8 Others**
Excluding (1) to (7) above



If you have any actual or potential conflict(s) of interest as identified above, you must declare the actual or potential conflict(s) of interest and recuse yourself from any related decision(s) or approval(s).

A multi-test approach on all NUS staff provided a baseline to identify all staff who own a private company (with or without approval from their Reporting Manager) and potential COI when a purchase is made.

CONFLICT OF INTEREST POLICY FOR NUS STAFF

Policy Document Information				
Policy Document Category:	Administrative			
Policy Document Owner:	Office of Risk Management and Compliance (email: mrcsec@nus.edu.sg)			
Applies:	All Staff			
Effective Date:	1 December 2021			
Intended Use:	Avoidance of Conflict of Interests, unless approved, is important to maintain independence and integrity in dealings of interests with the university. Staff is expected to declare all Conflict of Interests immediately.			
POLICY DOCUMENT HISTORY				
Version No.	Approved By	Approval Date	Effective Date	Policy Document Change
V2	President	25 November 2021	1 December 2021	Updated

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CODE OF CONDUCT FOR NUS STAFF

Policy Document Information				
Policy Document Category:	Administrative			
Policy Document Owner:	Office of Human Resources			
Applies:	University wide - All Staff			
Effective Date:	1 January 2023			
Intended Use:	This Code of Conduct articulates the professional and personal conduct expected of NUS Staff in the course of their employment. It provides a broad framework built on the key core principles expected of all staff which staff may encounter during their work. Staff are expected to adhere to both the spirit and the letter of this Code of Conduct at all times.			
POLICY DOCUMENT HISTORY				
Version No.	Approved By	Approval Date	Effective Date	Policy Document Change
V3	President	22 January 2022	25 January 2022	Updated
V4	President	9 December 2022	1 January 2023	Revisions and clarifications in Section 4.5

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Investigative Project Highlights | Independent Assessment

ORMC's Escalated Investigation unit conducts independent assessments of cases of escalated concerns or misconduct within the university while collaborating with key stakeholders, when required.

Project Forensic

On-demand forensic examination and analysis of digital data

Project IDMS

Development of the Investigation Database Management System

Project Maze

Continuous monitoring and intelligence gathering

Project Stats




Compiling of statistics on staff and student cases

Recognising that education is key in the process, ORMC aims to empower staff and students through sustainable risk & safety training to enhance NUS's capability, minimising accidents and promoting a culture of safety.

ORMC APable

Capability

Competency & awareness building on Risk & Safety for NUS Talents

-  Risk & Safety trainings
-  Effective, Attractive, Relevant
-  Leverage on technologies

Alignment

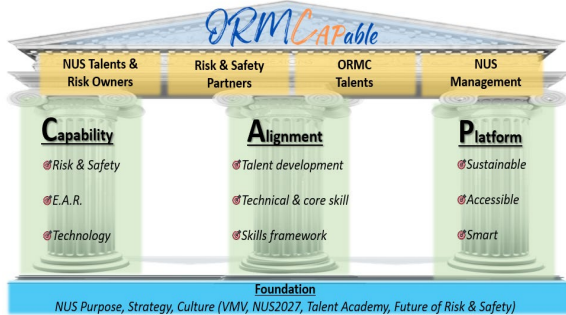
Purpose, Strategy, Culture, VMV, NUS2027, Talent Academy, Future of Risk & Safety

-  Talent development
-  Technical, Core & Future skills
-  Skills framework

Platform

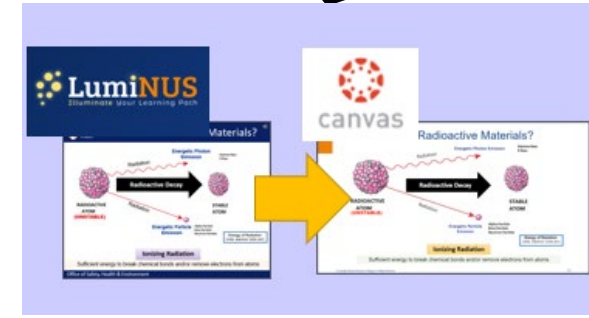
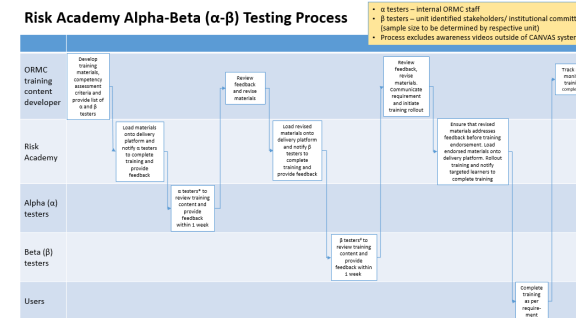
Facilitates Talent development on Risk & Safety

-  Sustainable
-  Accessible
-  Smart



Every crisis is an opportunity

The Chinese characters for "crisis" are both danger and opportunity. The positive impacts of successful pre-emptive risk mitigations are opportunities for NUS to capitalize.



Established Risk Academy Framework & Register

- ❖ Framework to drive the agenda of Risk Academy
- ❖ Risk & Safety training masterplan
- ❖ Single source of truth for training details

Enabled technology-enhanced trainings

- ❖ Functionality and cost-benefit analysis of platforms that utilise emerging technology (DeepBrain AI, Articulate360, Right-Hand, Powtoon)
- ❖ Training and application of platforms, creating enhanced training materials

Launched workflow to ensure training quality

- ❖ ORMC internal and external review of new training materials for effectiveness, attractiveness and relevancy.
- ❖ Feedback collation and resolution from “believers” and “critics”

Transited Safety & Health Trainings to CANVAS

- ❖ Review, Rebrand and Refresh **31** online Safety & Health trainings
- ❖ Establish synchronization & automation amongst various NUS system platforms (CHRS, EduRec, EHS360)

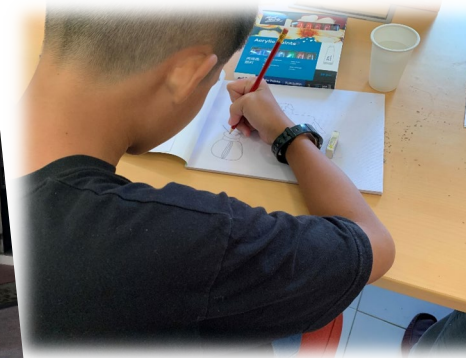
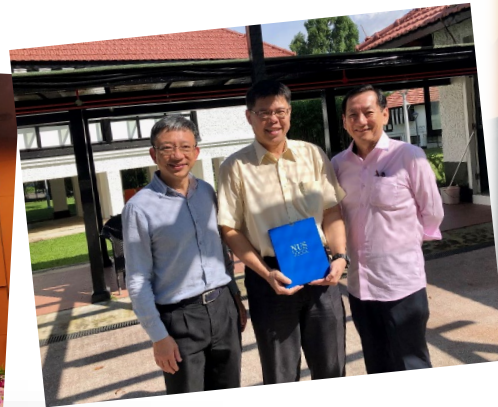
Social Impact | LEAD ME to Multiply IMPACTS



As part of the #ORMCares initiative, ORMC has identified Epworth Community Services as our Corporate Social Responsibility (CSR) partner (i.e. adopted social services organisation)



ORMC supported as an advocate for Epworth by setting up a booth at the ACSEL 2022 conference for their outreach and initiative progress



Visit to Epworth 'HomeSweetHome' and organised an art & craft and a frisbee session for boys at the home.

'HomeSweetHome' is a therapeutic group home, which provides stay-in treatment for children between the ages of 7 to 12 years old who have experienced abuse, with trauma and aggressive behavior.

**Some photos are deliberately 'blurred' to protect the identities of the children.*

Other Project Highlights

Administrative Simplification & Review

- To reduce complexity and improve efficiency of administrative work and processes
- Effective content and knowledge management and consolidation of information
- Reduce reliance on paper records



ORMC Branding

- Increase brand awareness and prestige of ORMC among professional Enterprise Risk Management (ERM) and Occupational Safety communities through our:
- ✓ Collaterals
 - ✓ Multimedia
 - ✓ Intranet and Internet webpage refresh

MaxSpace

Freeing up precious real estate for more collaborative workspaces and consolidated 2 offices into 1 to promote cohesiveness & interactions.

Able to hybrid: R40% : N60%

Requirement	Location	Area AFA	Total Headcount	Staff in Offices	Staff at Workstation	Total Seats	Staff/sqm	(Resident)	(Nomadic)	Hybrid ratio
Current Staff	Uhall	Ext'g: ~200sqm	19	6	13	19	10.5	19	0	R 100% N 0%
	Ventus	Ext'g: ~260sqm	35	5	31	36	7.4	36	0	R 100% N 0%
Total			54	11	44			55	22	
Future state	Uhall	~200sqm	45 [^]	6	39	24	4.5	24	21	R 60% N 40%

[^] ORMC steady state: 45 headcount

ORMC	Work arrangement
Current	<ul style="list-style-type: none"> 50/50% Flexible Some office rooms are already double stacked
Preferred	<ul style="list-style-type: none"> Deploy a 60%/40% on-site off-site model File and information security can be managed with secured cabinets.



UHall Level 3 ~500sqm



Events & Corporate Activities

R.O.A.D. – Road to Risk Intelligence Conference

The Risk Awareness & Opportunities Day (ROAD) – Road to Risk Intelligence Conference held physically and online on 18 Aug 2022 saw a total of 289 participants.

At least **90%** of the respondents feedback positively that the conference content and panel discussion “communicated the importance of risk”.

ACSEL Conference 2022



NUS Safety & Health Conference cum ACSEL 2022 on 18 Nov 2022 at NUS Shaw Foundation Alumni House

The conference brings together local and international Safety, Health and Environmental professionals, researchers and regulators to **collaborate and share best practices in Safety and Health.**

Risks and Opportunities Awareness Day (ROAD) ROAD TO RISK INTELLIGENCE CONFERENCE

Register Now to Embark on the Risk Awareness Journey with Us

Scan QR code to register

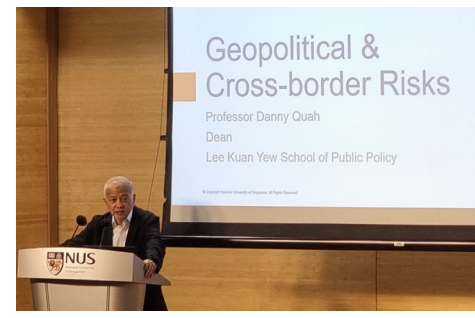
19 Aug 2022 (Fri)
9am - 11:30am
UHall Auditorium (Hybrid)

CONFERENCE HIGHLIGHTS

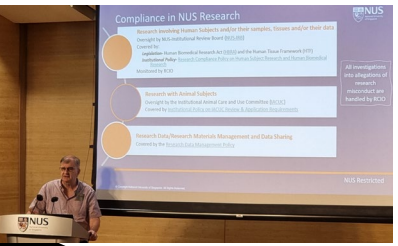
- Geopolitical
- Research Integrity
- Research Administration
- Mental Health

OUR SPEAKERS

- Prof Chen Tsuhan
- Mr Clarence Ti
- Prof Danny Quah
- Prof Philip Keith Moore
- Prof Chan Eng Soon
- A/Prof Low Chian Ming
- Dr Andrew Tay



Through the plenary and various technical sessions, over **200** conference participants from **26** organizations and **5** countries gained invaluable insights of the ‘new’ workplace and its S&H needs and how emerging technologies can be embraced to address them.



Events & Corporate Activities

ORMC External Review

ORMC underwent a review by a panel of external senior executives from 24 to 25 Nov. The review **evaluated ORMC's past and current risk transformation journey.**

7 Risk Buster Awards were presented to staff and collaborators for their contributions in winning projects, marking the end of the journey.

3 staff celebrated their Long Service Award with us!



ORMC Advisory Panel



An inaugural Advisory Panel held on 29 Nov provided an **external perspective on risk trends and best practices, helping leadership to deliberate and mitigate risks.**

The fruitful discussion yielded insights on a myriad of complex risks from:

- the Metaverse, Cyber Governance and Cybersecurity,
- Scenarios, Resilience, Change Management and Risk Culture,
- Geopolitical ideology, societal systems, international cooperation, and foreign interference,
- Regulation of foreign narratives, and
- Blockchain risks and opportunities

Events & Corporate Activities

Phoenix Season 2

Close to **100** people attended the Phoenix Season 2 Episode on **Sustainability** held on 2 Nov at NUS SDE4.

During the event, various experts and sustainability advocates, along with the external moderator provided insightful sharing on how we can do our part for the environment.



A new paradigm to face the **SUSTAINABILITY CHALLENGE**
PHOENIX series season 2

2 NOV 2022 4 - 6PM
NUS SDE4 Forum Room, #05-07 (Hybrid)

Join us and stand a chance to win \$10 Grab voucher!

Ms Vania Xu
Co-President for NUS SAVE (Students' Association for Visions of the Earth)

Dr Wong Andrew Barnabas
Assistant Professor, Department of Materials Science and Engineering, NUS

Mr Loo Dellang
Head, Sustainability Strategy Unit, University Campus Infrastructure, NUS

Moderator Mr Wee Boon Siong
Chief Executive Officer, RHT Green

Intrinsic Motivations for Sustainability: From Awareness to Action

Towards Capturing and Converting CO₂

Purpose, People and Performance: Transitioning to a Carbon-Neutral, Cool, and Zero-Waste Campus

Scan QR Code to Register

Join us to learn more about how you can be drivers of change for a more sustainable future

Kayak 'N' Klean

ORMC participated in a coastal clean-up and education event on 31 Aug with PAssion WaVe @ Sembawang. They cleaned the beach on foot and coastal waters via kayak, collecting **1184** items weighing **148 kg**. Interesting finds included a toilet seat, teddy bear, car plate, and car battery!



Awards



Source: <https://nus.edu.sg/inside-nus/stories/univus-clinches-national-wsh-innovation-award-2022>

Clockwise from the top:

Colleagues from the Office of Risk Management and Compliance and NUS IT who were behind the development of the uNivUS: Pandemic Suite project;

Chief Information Technology Officer, Ms Tan Shui-Min and Senior Director of the Office of Risk Management and Compliance, Dr Peck Thian Guan, who represented NUS to receive the WSH Innovation Award at the Workplace Safety and Health Awards Ceremony 2022,

and Dr Yap, NUS Chief Risk Officer, wins Thought Leader of The Year award in The 19th Annual International Business Awards for Government or Non-Profit. The awards are a premier business awards program.



02

WHAT'S NEXT



UPCOMING MILESTONES | 1H 2023

Q1 2023

- ❑ Building Vulnerability Assessment Phase II
- ❑ Business Continuity Management Policy & Framework
- ❑ Unpacking Governance
- ❑ Mental Wellness Data Model
- ❑ New Risk Academy modules
- ❑ University Policy Framework Refresh
- ❑ Environmental, Social and Governance (ESG) Policy
- ❑ Organisational Climate & Burnout 2nd check-in

- ❑ Volunteer Management Policy refresh
- ❑ Launch of Risk Academy “Beacon” and new training content
- ❑ Phoenix Seminar Series
- ❑ Risk Dialogue (R.O.A.D.) (ETP)
- ❑ Project SENSE (Phase 2 – Dashboard)
- ❑ Implement ORMC Skills Framework Prototype
- ❑ Refresh Policy and Standards and review licensing requirements
- ❑ Support Association for Assessment and Accreditation of Laboratory Animal Care International (AAALAC) Accreditation
- ❑ Launch Integrated Research Information Management Suite (iRIMS)
- ❑ Brand Signature

Q2 2023

- ❑ Risk Assessment for Academic cluster
- ❑ Launch of Travel Risk landing page
- ❑ Branding and Communications
- ❑ Launch of new training content
- ❑ Risk Dialogue (R.O.A.D.)(Academic)
- ❑ Sexual Misconduct Report
- ❑ Complete Indoor Air Quality Standards
- ❑ Review of Safety & Health Training Materials
- ❑ Establish the Safety & Health Coordinator Competency Enhancement
- ❑ Project Enlighten: Guides on conducting simple investigations on staff misconduct
- ❑ iCube 2: Networking to exchange information and learn best practices
- ❑ Project SOP to review and ramp-up current internal SOPs
- ❑ Master Data Management (MDM) integration project
- ❑ COI system enhancement and testing
- ❑ WBU v3.0 system integration and online form
- ❑ Fundraising and sustainability drive to support Epworth
- ❑ Robotics Process Automation (RPA) and AI projects to re-design audit process



UNIVERSITY HALL

THANK YOU

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