



UNIVERSITY OF HEALTH AND ALLIED SCIENCES



**RISK MANAGEMENT
POLICY**

LOCAL POSTAL ADDRESS

University of Health and Allied Sciences
Pmb 31 Ho, Volta Region, Ghana

Phone: +233 (0) 36-2196136

Phone: +233 (0) 50-8534404

Phone: +233 (0) 24-5125359

Email: info@UHAS.edu.gh

Web: www.UHAS.edu.gh

UHAS WEBSITE

www.UHAS.edu.gh

UHAS ALUMNI WEB PAGE

www.UHAS.edu.gh/en/alumni

UHAS COVID – 19 INFO

www.UHAS.edu.gh/coronavirus.html

OVERSEAS ADDRESS

The Overseas Representatives
Universities of Ghana Office
321 City Road, London EC1V 1LJ
England

Phone: +44 (0) 207-2787413

Fax: +44 (0) 207-7135776

E-mail: ugoouk@aol.com

UHAS SOCIAL MEDIA

Handle: [@UHASGHANA](https://twitter.com/UHASGHANA)

www.facebook.com/UHASGHANA

www.flickr.com/UHASGHANA

www.instagram.com/UHASGHANA

www.linkedin.com/school/UHASGHANA

www.youtube.com/UHASGHANA

PUBLISHED BY:

Directorate of Public Affairs

©2020 University of Health and Allied Sciences

All rights reserved

UNIVERSITY OF HEALTH AND ALLIED SCIENCES, HO



RISK MANAGEMENT POLICY

Updated: April 2020

TABLE OF CONTENTS

FOREWORD	i
OUR VISION, MISSION AND CORE VALUES	ii
Vision.....	ii
Mission	ii
Core Values.....	ii
1.0 INTRODUCTION	1
2.0 POLICY STATEMENT.....	2
3.0 PURPOSE OF THIS POLICY.....	2
4.0 POLICY OBJECTIVE.....	2
4.1 Specific Objectives:	3
5.0 SCOPE OF THE POLICY.....	3
6.0 RESPONSIBILITIES.....	3
6.1 The University Council.....	3
6.2 Vice Chancellor	4
6.3 Deans, Directors and other Unit Heads.....	4
6.4 Risk Management Committee	4
6.5 Internal Audit	5
6.6 Students	5
6.7 Other staff.....	5
6.8 Obligations of Professionals	5
7.0 GOVERNANCE ARRANGEMENTS FOR THE RISK MANAGEMENT FUNCTION	5
8.0 RISK MANAGEMENT STRATEGY	6
9.0 REVIEW.....	6
GLOSSARY OF TERMS	7

FOREWORD

Effective risk mitigation and management are essential for meeting the statutory obligations of the University of Health and Allied Sciences (UHAS) and the achievement of its own institutional objectives. This policy document outlines the approach that the University intends to adopt to ensure that risk mitigation and management are integral in all its processes and operations.

The Risk Management Framework, which accompanies the policy, provides the operational mechanisms for the implementation and governance of all activities within UHAS, its operations and entities. The University's Governing Council has the overall responsibility for ensuring that there is a workable risk management strategy that defines a common approach to the management of risks in the University. This will be accomplished not only through development of this policy but the implementation of the policy within the University's formal structures and established risk management structures and processes along the chain of command.

This risk management policy provides the framework to identify, assess and mitigate incidences of risk in the University. The policy also assigns roles and responsibilities to ensure that all stakeholders who are integral to or affiliated with the University are well informed about their obligations. The preservation of assets and protection of personnel is essential for the continued growth and survival of the University and protection of its institutional reputation. It is, therefore, imperative that we manage exposure to risks, which could destroy or deplete our institutional assets or cause harm to persons.

This policy provides a structured approach to assist management, employees, students and other external parties associated with the University to integrate risk management practices into their decision-making processes. All stakeholders must understand the nature of risks associated with their areas of operation and accept responsibility for mitigating and / or managing such risks.

Prof. John Owusu Gyapong

Vice Chancellor

OUR VISION, MISSION AND CORE VALUES

Vision

UHAS seeks to be a pre-eminent health research educational institution dedicated to community service.

Mission

UHAS will provide quality education, advance knowledge through scholarship and research that improves health and quality of life.

Core Values

Our core values and ethos are enshrined in four beliefs that underlie our behavior and how we conduct ourselves and our business as the pre-eminent health research and educational institution. These values are:

- Excellence
- Integrity
- Innovation
- Service and Care

1.0 INTRODUCTION

The University of Health and Allied Sciences acknowledges the fact that as with any other institution, numerous risks, which have the potential to disrupt the achievement of its strategic and operational objectives, could exist within the scope of its operations. The University therefore, in order to mitigate this, intends to use a Risk Management Framework (RMF) to make informed decisions and enhance the achievement of its strategic goals and operational objectives.

As a public University, UHAS is accountable to its stakeholders, including the government of Ghana and the general public. The environment in which the University operates is also subject to a wide range of risks, hence the need for an effective risk management policy. The development, implementation and institutionalization of the risk management policies in the public sector is a legal requirement per Section 7(2) of the Public Financial Management Act, 2016 (Act 921) which states that “A Principal Spending Officer shall, in the exercise of duties under this Act, establish an effective system of risk management, internal control and internal audit in respect of the resources and transactions of a covered entity.”

This risk policy forms part of the University’s internal control measures and corporate governance arrangements, intended to summarize the view of the University Council with regard to its risk management philosophy. It defines the Risk Management Framework within which the University is expected to operate. The policy outlines the responsibilities of the different organs of the University where key aspects of the risk management processes are identified in the main reporting procedures.

The University considers risk management to be fundamental to good management practices and a very significant aspect of corporate governance. As such, risk management shall be an integral part of the decision-making and routine management, and shall be incorporated within the strategic and operational planning processes at all levels across the University. This will be achieved through the following strategies:

- a) Continual risk assessments of all new and ongoing ventures and activities, including projects, processes, systems and commercial activities to ensure that they are all aligned with the University’s objective

- b) Identifying, analyzing and reporting to the appropriate management levels, any risks or opportunities arising from these assessments
- c) Maintenance of a strategic risk register by the University management
- d) Maintenance of operational risk registers by all schools, institutes, directorates and administrative units
- e) Provision of all staff with adequate education, guidance and training on the principles of risk management and their responsibilities to implement risk management effectively
- f) Regular review and monitoring of the implementation and effectiveness of the risk management process, including the development of an appropriate risk management culture

2.0 POLICY STATEMENT

There shall be a Risk Management Plan (RMP) in the University and its purpose is to ensure that:

“UHAS provides a comprehensive RMP that enables risk management and internal controls to be established to mitigate risks that pose significant threat to the achievement of its objectives. The RMP will maximize potential opportunities and minimize the adverse effects of risk on the University.”

3.0 PURPOSE OF THIS POLICY

This policy is a formalization of the commitment of the University to a holistic, efficient and effective approach to risk management. Its aim is to ensure that the University manages risk appropriately and also minimizes the adverse effects of risks.

The purpose of this policy is therefore to establish and ensure adoption of best practices in the identification, evaluation and cost-effective control of risks to ensure effective risk management.

4.0 POLICY OBJECTIVE

The main objective of this policy is to provide a structured approach to assist management, employees, students and other external parties associated with the

University to integrate risk management practices into their decision-making processes. All stakeholders must therefore understand the nature of risks associated with their areas of operation and accept responsibility for mitigating and/or managing such risks.

4.1 Specific Objectives:

- a) To provide education, awareness creation and sensitization of risk management processes to all stakeholders of the University.
- b) To formalize and communicate a consistent approach to managing risk for all University activities and to establish a reporting protocol.
- c) To ensure that all potentially harmful risks to the interests of the University and its staff are identified, assessed and managed.
- d) To assign responsibility and accountability for the management of risks to all staff within their areas of operation.

5.0 SCOPE OF THE POLICY

This Policy covers all activities of the University. Sound risk management principles must therefore become part of routine management in the University.

6.0 RESPONSIBILITIES

6.1 The University Council

The Council has oversight responsibility with regard to dealing with the total risk exposure of the University and, as such, shall set the tone, influence the culture of risk management, and determine the appropriate risk appetite within the University. In addition, the Council shall:

- a) Continually review the University's approach to risk management and approve changes or improvements to key elements of its processes and procedures.
- b) Ensure the existence of an effective internal control system to mitigate significant risk.
- c) Determine the University's risk prioritization protocol.
- d) Monitor the management of fundamental risks.

6.2 Vice Chancellor

The Vice Chancellor shall be responsible for ensuring that the University's Risk Management Policy and Framework are in place. In addition, he shall be responsible for:

- a) Managing all corporate risks
- b) Reporting to Council through a summary of the University's risk management processes and the outcome of the risk management monitoring activities
- c) Appointing the members of the Risk Management Committee

6.3 Deans, Directors and other Unit Heads

Deans, Directors and other Unit Heads shall be responsible for the management and monitoring of risk in line with this policy. In addition, they shall be responsible for:

- a) Establishing Risk Management Committees in their Schools, Directorates, Departments and Units
- b) Educating and sensitizing on risk management processes and practices
- c) Implementing policy on risk management and the established internal controls
- d) Identifying and evaluating the fundamental risks faced by the Schools, Directorates, Departments and Units in their areas of responsibility
- e) Providing adequate information in a timely manner, on the status of risks and controls, to the Risk Management Committee

6.4 Risk Management Committee

The Risk Management committee is an operational committee appointed by the Vice-Chancellor to oversee the risk management process of the University. The Committee shall advise the Vice Chancellor on:

- a) Appropriate risk appetite and level of exposure for the University
- b) The fundamental risks affecting the University and their mitigation mechanisms
- c) Appropriate reviews of the risk management policy for the University

6.5 Internal Audit

Internal Audit is an independent, objective assurance and consulting unit. Its role with regard to risk management is to:

- a) Provide an independent and objective assurance to the Vice Chancellor and the Audit Committee on the effectiveness of Risk Management Framework and recommending appropriate mitigation measures
- b) Review the risk management process as part of the audit cycle based on the risk registers in place, provide an opinion as to the adequacy and effectiveness of the risk management arrangements, and propose improvements where necessary
- c) Facilitate, educate, sensitize and create awareness on risk management

6.6 Students

Junior members (students) of the University community are the primary clients of UHAS. Management shall therefore take steps to ensure that students are educated on their role regarding risk management in the University.

6.7 Other staff

Effective risk management depends on the commitment and co-operation of all members of staff. All staff of the University shall have a significant role in the management of risk, particularly within their own areas of control. Consequently, they shall be responsible for accountability and adherence to the principles outlined in this policy.

6.8 Obligations of Professionals

All professionals in the University are required to discharge their responsibilities toward their professional and regulatory bodies. This includes renewal of licenses, payment of annual subscriptions and abiding by their ethical codes.

7.0 GOVERNANCE ARRANGEMENTS FOR THE RISK MANAGEMENT FUNCTION

The University Council shall appoint a Chief Risk Officer (CRO) in line with best practices who shall be responsible for coordinating the RMP and provide education,

advice and guidance, including the development of standard templates and tools to assist the University in managing risk. He shall be a member of the Risk Management Committee. He shall also:

- a) Provide education, sensitization and awareness creation on the RMP
- b) Coordinate the development and training on the principles of risk management
- c) Assist Schools, Institutes, Directorates, Departments and Units in the conduct of risk assessments on new projects and activities
- d) Develop a comprehensive incident reporting system and maintain information on losses or adverse events when risks eventuate
- e) Submit an annual report on the RMP to the Vice Chancellor and the Risk Management Committee

8.0 RISK MANAGEMENT STRATEGY

The University shall adopt the following steps in the management of risks:

- a) Providing education, sensitization and awareness creation on the RMP
- b) Identifying the risks that could prevent the achievement of strategic and operational objectives
- c) Determining the owners of the risks and placing the responsibility and accountability on them
- d) Assessing the impact and likelihood of risks after determining the adequacy of the existing internal controls
- e) Determining further controls and improvements to mitigate the risks

9.0 REVIEW

This policy shall be reviewed periodically to keep abreast of emerging and changing trends in global risk management best practices.

GLOSSARY OF TERMS

1. **RISK** – Risk is anything that may happen that impacts the achievement of an organization’s objectives. Risk is an event having a cause and a consequence that could be either positive or negative. Risk encompasses the following three dimensions:
 - a. **Hazard** – Preventing an exposure from turning into a loss:
 - b. **Uncertainty** – Coping with volatility and change; and
 - c. **Opportunity** – Harnessing opportunities to one’s advantage.
2. **RISK MANAGEMENT** – The process of identifying, assessing and developing management strategies to deal with risks at the enterprise level of the organization. It is measured in terms of probability and impact.
3. **RISK MANAGEMENT FRAMEWORK** – A formalized process for managing risk on an explicit basis. The framework consists of a risk assessment, response and accountability for the risk and mitigation activities around it.
4. **PROBABILITY** – A qualitative description of the likelihood and/or frequency of a risk occurring.
5. **IMPACT** – The outcome of an event expressed in qualitative or quantitative terms (for example, financial or reputational) being a loss, injury, disadvantage or gain.
6. **RISK ANALYSIS** – A systematic use of available information to determine how often specified events may occur and the magnitude of their consequences.
7. **RISK APPETITE** – Risk appetite is the amount of risk, on a broad level, an entity is willing to accept in pursuit of objectives. It reflects that organization’s risk management philosophy and, in turn, influences the organization’s culture and operating style.
8. **INHERENT RISK** – A raw risk that has no mitigation factors or treatments applied to it.

9. **RESIDUAL RISK** – The degree of risk left after mitigation factors have been identified.
10. **RISK REDUCTION** – A selective application of appropriate techniques and management principles to reduce either the likelihood of an occurrence or its consequences, or both.
11. **RISK RETENTION** – Intentionally or unintentionally retaining the responsibility for loss or financial burden or loss within the organization.
12. **RISK RESPONSE** – The decision to accept, decline, treat or mitigate a risk or share a risk with another party.
13. **RISK ACCEPTANCE** – The informed decision to accept the consequences (impact) and the likelihood of a particular risk.
14. **RISK AVOIDANCE** – An informed decision not to become involved in a risky venture.
15. **RISK MITIGATION** – The processes built into the controls environment, such as policies, frameworks, accountabilities etc. to lower the residual risk.
16. **RISK SHARING** – Sharing the responsibility for the impact of a risk with another party such as through an outsourcing contract or insurance policy.
17. **MONITORING AND ACCOUNTABILITY** – The processes used to manage the Enterprise Risk Management Framework on an on-going basis to reduce risk and take advantage of risk as an opportunity.
18. **RISK REGISTER** – This is a tool used for documenting risks as well as actions taken to manage each risk. As risks are identified they are logged on the register and actions are taken to respond to the risks
19. **RISK MANAGEMENT PLAN** – This is a document prepared to forecast risks, estimate their impacts and also define appropriate responses to the risks

REFERENCES

1. Abraham, J.M. (2013). *Risk management: An accountability guide for university and college boards*, Washington, D.C: Association of Governing Boards of Universities and Colleges.
2. Achampong, F.K (2010). Integrating risk management and strategic planning. *Planning for Higher Education*, 38 (2), 22-27.
3. Barton, T.L., Shenkir, W.G., & Walker, P.L. (2009). *ERM: the evolution of a balancing act. Financial Executive*. 25 (5), 30-33.
4. Bleiklie, I. & Kogan, M. (2007). Organisation and governance of universities. *Higher Education Policy*, 20, 477-493.
5. Committee of Sponsoring Organizations of the Treadway Commission (2011). *Enterprise risk management – Integrated Framework*.
6. Institute of Internal Auditors, Global (2019): *Glossary of Terminologies*.