



Memorandum

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| To: | UBCV EOC; UBCO IDAPP; Comptroller's Core Team |
| Copy: | CMT; Deans |
| From: | Jennifer Kain, Chief Assurance and Risk Officer Omer Ahmed, Director, Enterprise Risk Management |
| Requested Action: | Please distribute the memo within your respective units |
| Date: | April 15, 2020 |
| Re: | Enterprise Risk and Assurance: COVID-19 Pandemic – Focus Areas and Recommendations |

The Office of Enterprise Risk and Assurance (ERA) is supporting management's response to the COVID-19 Pandemic by providing insights on the University's evolving and increasing risk profile. We have assessed the University's major risks to determine how they might be impacted by the pandemic, and have prioritized five focus areas where Faculties and Administrative units can play an essential role in managing risks and opportunities. Recommendations and supporting resources have been provided for each focus area. Additional focus areas will be communicated as necessary.

| Focus Area | Recommendation | Resource |
|--|--|---|
| 1. Mental Health COVID-19 related sickness, fear and isolation, compounded by the rapid transition to prolonged remote teaching, learning, and working environment, and the grief associated with death of loved ones, increase the risk of faculty, staff and students experiencing mental health challenges (inducing sorrow, stress, anxiety and depression). | <ul style="list-style-type: none">Perform regular check-ins (via video and teleconference) with faculty and staff to understand their challenges and provide support, where possible.Remind faculty, staff, and students that resources are available to them.Create a sense of community by sharing positive stories of how faculty, staff, and students are supporting each other. | UBC <ul style="list-style-type: none">UBC Mental HealthEmployee & Family Assistance ProgramStudent resources during the COVID-19 outbreakAssisting students in distress External <ul style="list-style-type: none">Managing COVID-19 Stress, Anxiety, & Depression |
| 2. Operational Disruptions Operational disruptions due to staff sickness, caring for family members who are ill, lack of childcare, and/or inability to perform work remotely may impact the achievement of objectives. | <ul style="list-style-type: none">Evaluate your department's critical needs (e.g. operational processes, employees, and technology) to ensure that priority objectives are delivered.Develop a succession plan for key personnel and provide appropriate training to back-up staff so they can provide coverage, as needed.Review, update, approve, and communicate operational requirements and processes to adapt to remote-working and online-learning.Explore opportunities to redeploy employees to priority projects and strategic initiatives (e.g. IRP, AEP, and development of online learning materials). | UBC <ul style="list-style-type: none">COVID-19 Information for managers and supervisors |



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| 3. Privacy and Cybersecurity The remote teaching, learning and working environment significantly increases the University's exposure to privacy and cybersecurity incidents. | <ul style="list-style-type: none"> Follow University's guidelines to mitigate privacy and cybersecurity risks, with specific attention to: <ol style="list-style-type: none"> Use the Virtual Private Network (VPN) to remotely connect to the UBC network. Log out of VPN and your devices when not in use. Note: VPN should not be used when accessing video conferencing services. If possible, use UBC encrypted devices with appropriate security software and regularly update patches; if personal device is used to access UBC systems and data, validate the security set up and controls with your IT department. Remind faculty and staff to take the recently released Privacy and Information Security - Fundamentals training Part 2, and Part 1 if they have not already done so. | UBC <ul style="list-style-type: none"> UBC Broadcast March 26 UBC Broadcast April 15 Telecommuting at UBC UBC IT Guide to Working off Campus Privacy Matters @ UBC |
| 4. Internal Controls Process changes that are required to adapt to remote teaching, learning and working environment may result in internal control breakdowns leading to unauthorized / inappropriate decision-making and / or fraud. | <ul style="list-style-type: none"> Develop / update and communicate internal policies to adapt to the new realities of remote work arrangements as needed. For example: <ol style="list-style-type: none"> If in-person signatures cannot be obtained, consider using email approvals. When online receipts are not available, submit pictures of paper receipts. Proper segregation of duties must be maintained. If not feasible, management should increase financial oversight through periodic meetings with employees and reviews of FMS ledgers and monthly reports, with specific attention to unusual financial activity. Consult your finance team when needed. Contact Aaron Antifaeff (Associate Director, Fraud Risk Management and Data Analytics) for questions regarding internal controls or to report any potential Improper Financial Activities. | UBC <ul style="list-style-type: none"> Internal Controls Financial Investigation Policy Refer to Appendix 1 |
| 5. Financial Resilience COVID-19 related financial impact (e.g. uncertainty of enrolment numbers for Winter Term 1 (2020/21), decreased operational and investment revenues, increased operational expenditures) may affect the overall budget, resulting in impaired delivery of operational commitments. | While a University-wide financial scenario analyses are being conducted centrally, to complement this work, Faculties and Administrative units should: <ul style="list-style-type: none"> Work with your finance team to assess and track COVID-19 financial impacts. Reduce non-essential expenditures to the extent possible, and minimize the COVID-19 financial impact. Capitalize on opportunities to meet operational objectives in a cost-effective manner (e.g. leverage free online webinars to obtain professional development requirements). | |

Regards,

Jennifer Kain, Chief Assurance and Risk Officer

Omer Ahmed, Director, Enterprise Risk Management



APPENDIX 1: COVID-19 Fraud Triangle

