



<b>Policy Supporting Document:</b>	<b>O-2.1.3</b>
<b>Policy Holder:</b>	<b>VP Administration</b>

## Risk Categories (Sources of Risk)

Context Risks		Resource Risks	
<b>External Environmental Risk</b>		<b>Human Resources</b>	
Lack of Political Support	Environment	Staffing Levels	Job Action
Demographic Changes	Critical Incidents ( <i>natural disaster, violence, etc.</i> )	Staff Competencies	Succession Planning
Legislative Changes	Reputation ( <i>media, public confidence</i> )	Recruitment/Retention	Staff Turnover
Economic/Social	Inflationary Cost Escalation	Performance	Training
Competition		Incentives/Compensation	
<b>Compliance</b>		<b>Financial Resources</b>	
Enabling Legislation	Collective Agreements	Capital Funding	Reliance on Non-block Funding
Healthy & Safety Laws	Administrative Directives	Operational Funding	Internal Cost Control
Environmental Laws	Policies	Alternative Funding	
Contracts		Appropriate Pricing ( <i>tuition, fees &amp; services</i> )	
<b>Organizational /Unit Culture</b>		<b>Information Resources</b>	
Tone at the Top	Shared Values	Information/Data Security	Integration/Coordination
Governance	Levels of Trust	Information/Data Quality	Performance Information ( <i>student &amp; institution</i> )
Leadership Philosophy	Lines of Authority	Availability/Access to Info.	Information Currency
Decision Model	Adaptability to Change	Obsolescence	Management Information Systems ( <i>finance, educational data, etc.</i> )
Ability to Learn from Mistakes	Capacity to Innovate	Systems ( <i>"Operating," "Colleague," "Raiser's Edge" etc.</i> )	
Ethics	Service Focus	Catastrophic Data Loss	
<b>Education &amp; Business Processes (Internal Controls)</b>		<b>Infrastructure &amp; Physical Assets</b>	
Education & Service Quality/Standards	Internal Controls ( <i>insurance, contract management, etc.</i> )	Suitability/Appropriateness	Misuse
Programming	Internal Dependencies	Theft	Obsolescence
Student Satisfaction	Efficiency/Effectiveness	Breakdown	Depreciation
Student Outcomes	Responsiveness	Level of Maintenance	Optimizing Utilization
Accreditation	Business Continuity	Misappropriation	Lab Shop Equipment
Quality of Planning ( <i>strategic plan</i> )	Reliance on Third Party	Increasing Requirements	Sufficient or Insufficient Assets
Health & Safety ( <i>students &amp; employees</i> )	Operational Capacity		
	Policies & Procedures		
	Contract Management		