WILFRID LAURIER UNIVERSITY STUDENTS' UNION

EVENTS AND ACTIVITIES RISK MANAGEMENT PROCEDURES

Approving Authority: President and Chief Executive Officer
Administrative Authority: Director, Policy Research and Advocacy
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Related Students' Union Policies, Procedures, and Documents:
- Executive Limitation #1 – Global Executive Constraint
- Executive Limitation #2f – Asset Protection
- Events and Activities Risk Management Policy
- Students' Union Clubs and Associations Policy and Procedures Manual

1. INTRODUCTION

The Wilfrid Laurier University Students' Union is committed to thoughtful consideration and integration of risk management in decision-making throughout all levels of its organization. Risk is a reality for all organizations, and while it should not be avoided or eliminated, it must be identified and managed properly.

It is important to note that all policies and procedures of Wilfrid Laurier University also apply to Students' Union programming, initiatives, and activities.

2. PURPOSE

2.1. The purpose of these risk management procedures is to set out in detail how the Students' Union will systemically identify, evaluate, and manage risks in support of the organization's strategy, goals and objectives. All Students' Union programming, initiatives, and activities must adhere to the requirements of these risk management procedures.

3. ROLES AND RESPONSIBILITIES

3.1. All Students' Union employees and volunteers play a role in the risk management process.

3.1.1. **Participant**: An individual taking part in Students' Union programming, initiatives, or activities who is responsible for their own actions.

3.1.2. **Volunteer**: Must follow all organizational risk management policies and procedures.

3.1.3. **Primary Program or Event Organizer(s):** The volunteer, Executive Leadership Team member(s), or employee(s) responsible for submitting event requests and operational oversight for the approved activity.

3.1.4. **Risk Task Manager(s)**: The Students' Union employee(s) responsible for oversight and direction of a specific risk management process, often in conjunction with the Primary Event Organizer.

3.1.5. **Part-Time Employee:** Responsible for implementing proper operational risk management practices and following all organizational policies and procedures.

3.1.6. **Full-Time Employee (continuing or contractual)**: Responsible for implementing proper operational risk management practices and following

all organizational policies and procedures.

3.1.7. **Executive Leadership Team**: Responsible for implementing proper operational risk management practices and following all organizational policies and procedures.

3.1.8. **Executive Director and Chief Operating Officer**: In conjunction with the President, responsible for managing organizational risk management.

3.1.9. **President and Chief Executive Officer**: Accountable to the Students' Union Board of Directors and ultimately responsible for managing organizational risk management.

3.1.10. **Students' Union Board of Directors**: Provides broad instruction to the organization through the President and Chief Executive Officer on acceptable parameters for managing and mitigating all aspects of operational risk.

4. RISK MANAGMENENT PROCESS

4.1. The risk management process includes the steps, supports, and structures that are directed towards the effective management of risk.

4.2. The Students' Union will manage risk using the following strategies:

4.2.1. Avoiding risk by not proceeding with an activity.

4.2.2. Transferring risk by sharing the risk management process with another organization or entity.

4.2.3. Mitigating risk through applicable policies, procedures, and services.

4.2.4. Accepting risk deemed manageable.

4.2.5. Monitoring risk.

4.3. **PRIOR to each program or event, the following must be completed where applicable:**

4.3.1. The primary program or event organizer(s) must identify all possible elements of risk (e.g. alcohol, travel, physical activity) as part of the planning process.

4.3.2. The primary program or event organizer(s) must complete and submit an event request form.

    4.3.2.1. For external events booked directly through Hospitality Services, the relevant Hospitality risk manager(s) must review the event and identify areas where risk mitigation and control techniques are necessary.

4.3.3. The relevant risk manager(s) must review the event request form and identify areas where risk mitigation and control techniques are necessary.

    4.3.3.1. When required, the relevant risk manager, in consultation with the primary event organizer, will complete a Wilfrid Laurier University **Event Safety Risk Management Planning Checklist**, and consult with

campus partners on the completion of an **Event Safety Management Plan** when applicable.

4.3.4. Event approval will only be granted once the required risk control measures (e.g. waiver plan, security, transportation method, etc.) are implemented.

4.3.5. Only after the event is formally approved, can the primary event organizer(s) proceed with marketing, ticket sales, and other promotional activities.

4.4. **DURING the event, the following must be completed:**

4.4.1. The primary program or event organizer(s) must ensure that all applicable risk control measures are effectively implemented as directed by the risk manager(s).

4.4.2. The primary program or event organizer(s) must monitor and identify any new risk elements.

4.4.2.1. If new risk elements are identified, the primary program or event organizer(s) is tasked with implementing additional risk control measures and will consult with the risk manager(s) if necessary.

4.4.2.2. Additional risk control measures may include:

4.4.2.2.1. Event location change.

4.4.2.2.2. Event cancellation.

4.4.2.2.3. Alternative transportation method.

4.4.2.2.4. Additional staff or volunteer management support.

4.4.2.2.5. Consultation with the Wilfrid Laurier University's Special Constable Service and Department of Safety, Health, Environment and Risk Management.

4.4.3. The primary program or event organizer(s) must follow all guidelines outlined in *Section 8: Incident Reporting Requirements* in the event a risk element emerges that exceeds available additional control measures, results in an accident, or requires emergency services.

4.5. **FOLLOWING the event, the following must be completed where applicable:**

4.5.1. The primary program or event organizer(s) will inform the risk manager(s) of any previously unrealized risk factors.

4.5.2. The risk manager(s) will review the programming and, if needed, adjust the required risk control measures.

5. ACKNOWLEDGEMENT AND ASSUMPTION OF RISK

5.1. Participants must be advised of the known and reasonably foreseeable risks.

5.1.1. Examples of this notice may include:

5.1.1.1. Waiver forms.

5.1.1.2. Event instructions.

5.1.1.3. Emergency protocols.

5.1.1.4. Rules and regulations.

5.2. The risk manager will determine appropriate notice, acknowledgement, or assumption of risk for all relevant Students' Union initiatives, activities, and

events.

5.3. When prudent, the risk manager may determine to provide adequate notice of risk without a signed waiver or participant form.

5.4. Participants must sign all relevant risk management waivers or participant forms as directed by the risk manager(s).

5.5. Questions or concerns about participant forms or risk management waivers should be directed to the risk manager(s).

6. REFUSAL TO PARTICIPATE IN UNSAFE ACTIVITIES

6.1. All participants have a responsibility to use judgement and common sense in relation to their personal safety, and when determining what activities to undertake.

6.2. All Students' Union employees and volunteers have the right to refuse, at any time and without reprisals, to participate in any program, initiative, or activity they feel may endanger their health and safety, or the health and safety of another person.

7. ONBOARDING AND TRAINING

7.1. The Students' Union will provide relevant and required risk management training to specified employees and volunteers, including but not limited to:

7.1.1. Workshops.

7.1.2. Online courses.

7.1.3. Individual coaching.

7.1.4. Handouts.

7.1.5. Verbal summaries.

8. INCIDENT REPORTING REQUIREMENTS

8.1. In the event of any incident, injury, or instance of gendered and sexual violence, the Students' Union Reporting Form should be completed as soon as possible.

8.2. The primary event organizer is responsible for reporting any incident to their supervisor and for ensuring that any necessary follow-up action is completed.

9. RELATED POLICIES, PROCEDURES, AND DOCUMENTS

- **Wilfrid Laurier University Students' Union**
  - *Students' Union Policy Manual*
  - *Event and Activities Risk Management Policy*
  - *Clubs and Associations Policy and Procedures Manual*
- **Wilfrid Laurier University**

- *[Alcoholic Beverages (4.4)](#)*
- *[Booking of University Space and Facilities (4.10)](#)*
- *[Safe Disclosure (5.14)](#)*
- *[Risk Management Policy (5.16)](#)*
- *[Environmental/Occupational Health and Safety (7.1)](#)*
- *[Emergency Management (7.11)](#)*
- *[Workplace Violence Prevention Policy (7.18)](#)*
- *[Non-Academic Student Code of Conduct Policy (12.3)](#)*
- *[Gendered and Sexual Violence Policy and Procedures (12.4)](#)*

DEFINITIONS

Academic term: The Fall, Winter, or Spring/Summer semesters as defined by the Wilfrid Laurier University Undergraduate Academic Calendar.

Emergency: Any situation where people or property is at risk (including, but not limited to fires, crimes in progress, or medical emergencies).

Event: A planned public or social occasion.

Faculty Association: A group that collects a dedicated student levy to fund discipline-specific initiatives and operations, including Faculty-based clubs.

Faculty-based club: A discipline-specific sub-group of Faculty Associations.

Laurier Experience Record: A comprehensive student record of involvement in curricular and co-curricular experiential learning at Laurier.

Primary Program or Event Organizer(s): The volunteer, Executive Leadership Team member(s), or employee(s) responsible for submitting event requests and operational oversight for the approved activity.

Program: A planned series of future events, initiatives, or performances.

Risk: The potential threat that some circumstance could harm the organization or prevent it from achieving its objectives. Risk categorization includes, but is not limited to:

> **Compliance risk:** Including fines, regulatory penalties, and violations of privacy laws.

> **External risk:** Including irrelevancy, the loss of funding sources, and other economic or demographic threats.

> **Financial risk:** Including fraud, financial failure, or decisions based on inaccurate information.

> **Governance risk:** Including ineffective oversight and poor decision-making.

> **Operational or program risk:** Including poor service delivery, or day-to-day crises.

> **Reputation risk:** Including losing goodwill with members or other critical stakeholders.

> **Strategic risk:** Including unrealistic programs or initiatives.

Risk assessment: A determination of whether the circumstances of a proposed activity represent a low, medium, high, or unmanageable risk for the organization.

> **Low risk**: Includes hazards not significantly greater than those encountered in the course of daily life, and that require minimal planning, preparation, or approvals.

> **Medium risk:** Includes hazards that are incrementally greater than those encountered in the course of daily life, and require planning, preparation, documentation, and necessary approvals ahead of time.

> **High-risk:** Includes hazards that are significantly greater than those encountered in the course of daily life, and require extensive planning, preparation, and documentation ahead of time. The necessary approvals are contingent upon additional planning or training to mitigate related risks, and associated activities may be deemed unmanageable.

> **Unmanageable risk**: Includes hazards that are not avoidable and activities that will not receive the required approvals. Risk managers may supervise the revising of activities deemed unmanageable to a state where appropriate planning, preparation, and approvals can be met.

Risk management: Includes the culture, processes, and structures that are directed towards the effective management of potential opportunities and adverse effects.

Risk management process: Includes the systematic application of management policies, procedures, and practices to identify, analyze, assess, managing, mitigate, monitor, and communicate risk.

Risk manager(s): The Students' Union employee(s) tasked with oversight and direction of the risk management process.

Students' Union club: Opportunities for groups to form around common interests, including recreation, social justice, mental health, entrepreneurship, and personal faith.

Undergraduate Calendar: The Wilfrid Laurier University Academic Calendars contains official information regarding program requirements, course offerings, and academic regulations. There are three academic calendars: undergraduate, graduate, and part-time/online learning/continuing education.