

HORIZON UNIVERSITY COLLEGE



HUC Risk Management and Health & Safety

Policy & Procedure Manual

AY 2025-26

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I. INTRODUCTION

As an educational institution HUC has a regular flow of various stakeholders which includes employees, students, visitors, service providers, parents and other guests at regular intervals. The risk associated with the MOHESR' Outcome Based Evaluation Framework (OBEF), non-achievement of the Strategic plan KPIs, infrastructure, facilities, processes, services provided and reputation of the institution are numerous and they arise from internal and external sources. All the risks have the potential to disrupt achievement of the University's strategic and operational objectives, impact the employees, students, visitors, resources and the infrastructure of the university. To minimize such risks HUC aims to manage risks on a continuous basis by identifying, analyzing, evaluating and responding to risks through informed decision process. The process is detailed in the policy below.

II. RISK DEFINED IN HUC

Risk is defined as any event that has a potential to disrupt the normal operations, processes, cause damage to property, assets, fixtures and furnishings, equipment that does not allow HUC to carry out its functioning to attain its goals and objectives over a period of time. It also includes the shortfall in enrollments and employees, financial and resource inadequacies that hampers the accomplishment of its mission and vision.

The risks arising from natural and physical environment can only be mitigated by creating awareness and providing necessary warning systems. Risks also arise from uncertainties in the socio - politico - economic environment impact businesses and will have an influence on the education sector too. In order to mitigate the risks from environment, socio-political conditions and from competitors; continuous process of evaluation of the hazards arising out of environment, equipment, furnishing and facilities, policies, processes and macro environment; it is essential to be prepared to face any eventuality and find alternative strategies to fulfill the university mission in a long run. It is required that all departments compile a risk report based on issues that needs to be addressed for effective risk mitigation within their purview so that a detailed risk report is regularly submitted for review and necessary improvements based on the recommendations by the review committee.

III. RISK STATEMENT

HUC believes that risk management is fundamental to a progressive management practice and is a means to ensure good governance and smooth operations at all levels keeping the risks under control. This enables the University to achieve its strategic objectives. Risk management policy is useful in identifying the risks, its likelihood and impact and based on the evaluated risk, necessary preventive and corrective measures are initiated.

IV. PURPOSE

Risk management policy of HUC is a formal commitment to manage risks. The aim of the policy is to minimize a risk to the people, process, premises, infrastructure and risks from

the environment. In this direction efforts to minimize risks and safeguard the interests of stakeholder's is kept in mind.

To meet the institutional requirement for its sustainable growth and development, and compliance of MOHESR's Outcome Based Evaluation Framework (OBEF), CAA and EHS Directorate and avoid duplication of work, HUC identify all risks, evaluates its likelihood and impact, and develop necessary preventive and corrective measures, in two policies.

1. HSE Policy
2. Risk Management Policy

A. HSE Policy

HSE policy of HUC, aims to best manage the anticipated risks, reduce and control risks in order to safeguard employees, students and other stakeholders (i.e. visitors, contractors and service providers) and to protect the environment and its sustainability during regular operations and emergency situations. The policy includes the mechanism of implementation, monitoring, assessment and auditing, the occurrence of emergency, disaster and crisis management, accidents reporting and investigation, periodical management review for its continual improvement.

The HSE policy also covers all aspects related to the safety and maintenance of institution's physical infrastructure such as buildings, grounds, parking areas, residence and prayer halls class rooms, auditoriums, common areas, and other physical resources. This policy also deals with technology infrastructure and maintenance and upgradation of technological equipment, data security. It also facilitates initiatives towards the ease of life for people of determination, identifies special needs of male and female students, employees and visitors, maintains hygiene in catering facilities, wash areas etc. Responsibilities are delegated to the HSE team towards the implementation of this policy.

B. Risk Management Policy

The risk management policy of HUC has a detailed risk management plan for

- A. Not meeting the requirement of OBEF 6 pillars and associated parameters
- B. Not maintaining the academic quality and excellence as per the national and international accreditation requirement
- C. Failure of information technology infrastructure
- D. loss of key personnel
- E. financial risks arising from insufficient enrolment,
- F. Ensure that risk management plan is approved and monitored by the governing body on a regular basis.

V. GOALS, OBJECTIVES AND KPIS

GOALS	OBJECTIVES	KPIS	BENCHMARK	RESPONSIBILITY
To review and update the risk management plan	To identify risk factors impacting the functioning of the institution and update the control measures.	Submission of reviewed and updated Risk assessment for IT infrastructure, Financial and Learning resources	before start of every academic year	Chair of Risk Management Committee and HODS
		Submission and review of OBEF and Strategic plan KPIS status	At the end of every semester	Chair of Risk Management Committee and HODS
	To evaluate effectiveness of control measures in mitigating these risk	Submission of evaluation of risk mitigating control measures	End of every semester	Chair of Risk Management Committee and HODS
To record all risk incidents for proper monitoring	To maintain a risk incident register for failure of information technology infrastructure, less enrollment and loss of learning resources.	Recording of risk incidents in a Risk Incident register	Immediately upon occurrence of the incident	HODS
To assess the need for additional resources required for controlling risk	To review all risk assessment for resource requirement	Review of resources required in the risk assessment	End of every semester	Chair of Risk Management Committee and HODS
To facilitate management for Risk	To present risk analysis report to Management	Submission of risk analysis reports	End of every semester	Chair of Risk Management Committee

management reports for appropriate decision making	for decision making			
To assess the Health, Safety and Environment related risks to safeguard the stakeholders	To develop a HSE risk management plan	Submission of HSE risk analysis reports	End of every semester	Chair of HSE Committee

VI. KEY TERMS DEFINITION

- A. **Outcome Based Evaluation Framework (OBEF)** : The Outcome-Based Evaluation Framework (OEF) introduced by the UAE Ministry of Higher Education and Scientific Research (MOHESR) is a strategic model for evaluating the performance and quality of higher education institutions (HEIs) based on measurable outcomes, rather than inputs or processes. This framework. It includes six pillars namely : Employment Outcomes , Learning Outcomes, Research Outcomes, Industry Collaboration , Reputation and Community Engagement. The framework is applied in institutional licensure, program accreditation, and renewal processes, and aligns with national objectives such as competitiveness, innovation, and the knowledge economy
- B. **Hazard/ Aspect:** Anything with the potential to cause harm, loss or damage to human, the environment or HUC property and assets which hampers the functioning of the institution
- C. **Risk/ Impact:** Is the potential harm that causes loss or damage to the assets and stakeholders and may lead to inability of HUC to achieve its mission and objectives.
- D. **Risk/ Impact Assessment:** It is a process of measuring the likelihood and the extent of damage to determine the severity of harm. (*loss or damage X Likelihood of its occurrence*)
- E. **Control Measures:** Necessary means to mitigate and reduce the impact of risks on the human health and safety and the environment for sustainability. The measures, precautions and procedures undertaken and implemented in order to control and handle all potential risks/ impacts is the policy frame for controlling risks. The purpose of the control measures are to identify and evaluate to reduce, eliminate or mitigate risks associated with preserving human health and safety.

VII. RISK MANAGEMENT COMMITTEE

A. FORMATION

A risk Management Committee is formed for continuous assessment of risks and its timely control. The Risk Management committee is chaired by the VP - Institutional Research, Quality Assurance and comprises of one faculty and two staff members. The

committee reports to the President and consults with the President direction and advice. Vacancies arising due to separation of employees for any position will be filled up at that position appropriately.

B. OBJECTIVES OF THE RISK MANAGEMENT COMMITTEE

- i. To ensure that all potential risks related to failure of MOHESR's OBEF, information technology infrastructure, loss of key personnel, financial risks arising from insufficient enrolment, loss of access to learning resources are identified, assessed and addressed timely.
- ii. To assign responsibility to concerned departments to record incidents and take proactive approach in reporting and managing all risks within their areas of control.

C. ROLES AND RESPONSIBILITIES OF CHAIR AND MEMBERS

- i. Chair of Risk Management Committee:
 - a. To ensure adherence to risk management policy by the concerned departments in HUC
 - b. To identify the external and internal risk factors that may impact the organization and report to the President
 - c. To ensure sufficient resources are allocated to create risk mitigating culture in the institution
 - d. To review the risk management reports periodically and suggest actions in order to respond effectively to mitigate the risks.
 - e. To submit reports periodically to the President regarding status of Risk Management
 - f. To present Risk analysis reports to the President
 - g. To review the policies and recommend changes, as and when required.
- ii. **MEMBERS OF RISK MANAGEMENT COMMITTEE**
 - a. To orient the HOD/ nominated employee of the department on maintaining a risk incident register in their respective departments
 - b. Ensure taking precautions and communicating to all concerned in handling the equipment, furniture and fixtures
 - c. Ensure recording and reporting incidents on a regular basis
 - d. Ensure implementation of risk mitigating actions as recommended

VIII. RISK MANAGEMENT PROCESS

- A. Forming the risk criteria
- B. Identifying and recording the risks by concerned department
- C. Risk analysis and evaluation of the risk event, its likelihood and impact
- D. Reporting the events likely to cause risks to the Risk Management committee on a regular basis through Risk reporting format available at each department
- E. Regular audits of risk register (Risk reporting format) is to be carried out by the committee

- F. The committee is empowered to respond to the reported risks on regular basis and ensure action is taken timely
- G. The status of the resolved risks is recorded and sent back to the respective departments
- H. The risk reports to be included in the annual reports and presented to the BOT for further action
- I. Suggest improvements in risk management process
- J. Update Risk Management manual
- K. Update Risk Management calendar
- L. Update Risk register formats
- M. Orientation to departments on registering Risks and its control measures
- N. Receiving monthly risk incident updates from departments
- O. Review of incidents reported by department for appropriateness before recording them in Risk register
- P. Audit of physical risk register
- Q. Presenting risk analysis to Risk Management Committee for important decisions
- R. Dissemination of committee's decision to concerned department
- S. Implementation of decisions by concerned departments

IX. RISK ASSESSMENT AND MITIGATION

As each department in HUC undertake an assessment of potential risks associated with each operational activity, manpower, infrastructure, etc. to evaluate the severity of the risk based on its impact on the organization as per Annexure A – L of OBEF and HSE policy, which includes potential risk identified for the Academic Year. These potential risks are reviewed by the department before start of every academic year and updated based on the operational / structural / policy changes of the concerned department. These risk assessments also include the required measures for mitigating the risk and required resources including budget, manpower, approval from concerned authority, etc. for implementation of the risk mitigating measures.

Information Technology, Maintenance, Finance and TED department shall include requirements of risk management policy for failure of information technology infrastructure, loss of access to learning resources, financial risks arising from insufficient enrolment and loss of key personnel in assessing and mitigation. These departments, in addition to risk associated with HSE, will monitor and evaluate the impact of these risk post implementation of risk mitigating measures to assess the effectiveness of these measures in reducing the impact of risk and enabling the organization to manage its risk efficiently. The evaluation of control measures for risk mitigation shall be done by these departments every semester and submitted in the Risk Assessment format given in below Table 1 to the Risk Management Committee Chair. The Risk Management Committee Chair shall review individual assessment forms and submit a consolidated analysis of the evaluation of control measures to President. President shall recommend corrective actions in case the risk mitigating measures implemented by the department could not reduce the impact of risk significantly. The corrective actions are disseminated to the concerned department who shall revise the measures of risk mitigation and continue to monitor and evaluate the impact of risk post implementation of revised measures.

Table 1: Evaluation of Risk Mitigating control measures

Operations	Risks	Brief description	Before implementation of control measures			Implementation of Control measures					Post implementation of control measures		
			Probability	Impact (Consequences)	Evaluation of Initial Risk	Procedures, means of control and additional tools	Resources required	Time frame	Responsibility	Status of implementation	Probability	Impact (Consequences)	Evaluation of Final Risk

X. RISK AND THREAT SEVERITY MATRIX OF HUC - OBEF, STRATEGIC PLAN KPIS, OPERATIONAL AND HSE

Based on the MOHESR's OBEF 6 pillars and 24 KPIS, the risk matrix is shown in Table2a. Here the risk is classified directly based on the MOHESR OBEF framework guideline as it uses numerical values to classify the risk scenarios

Table 2a – Risk Matrix based on MOHESR OBEF Guidelines

Pillars	KPI	Level	Very High Risk scenario	High Risk Scenario	Medium Risk Scenario	Low Risk Scenario	Remarks
1. Employment Outcomes	1.1 Employment Rate (%)	Both	0%- 35%	36%-64%	65% - 89%	≥ 90%	
	1.2 Employment Rate in Relevant Jobs (%)	Both	0%- 30%	31%- 59%	60% - 89%	≥ 90%	
2. Learning Outcomes	2.1 Assessment Quality Review (%)	Both	0%- 30%	31%- 59%	60% - 89%	≥ 90%	
	2.2 Retention Rate (FYR) (%)	Institution	0%-49%	50-74%	75% - 89%	≥ 90%	
	2.2 Retention Rate (FYR) (%)	Program	0%-39%	40%-59%	60% - 79%	≥ 80%	
	2.3 Employer Feedback in Work Placements (score out of 5)	Both	0-1.9	2-3.4	3.5 - 4.49	≥ 4.5	
	2.4 Employer Feedback in Employment (score out of 5)	Both	0-1.9	2-3.4	3.5 - 4.49	≥ 4.5	

	2.5 Rate of graduates obtaining licenses (%)	Both	0-29%	30%-59%	60%-89%	≥ 90%	
	2.5 Rate of graduates obtaining microcredentials (%)	Both	0-9%	10%-19%	20%-39%	40-50%	
	2.6 Student Satisfaction with Learning Experience (score out of 5)	Both	0-1.9	2-3.4	3.5 - 4.49	≥ 4.5	
3. Industry Collaboration	3.1 Job Offer Post Work-placement (%)	Both	0-9%	10%-29%	30%-49%	≥50%	
Pillars	KPI	Level	Very High Risk scenario	High Risk Scenario	Medium Risk Scenario	Low Risk Scenario	Remarks
	3.2 Student Participation Rate in Work Placements (%)	Both	0-49%	50%-69%	70%-89%	≥ 90%	
	3.3 Joint Industry Courses (%)	Both	0-9%	10%-19%	20%-34%	>35%	
	3.4 Industry Contributions (AED)	Both	0-5000000 AED	5000001-15000000AED	15000001-35000000 AED	35000001-50000000 AED	Programmatic level: If the program's industry contribution exceeds AED 1 million, the KPI score is 100. If it does not, the KPI weight is redistributed among other KPIs within Pillar 3.
4. Research Outcomes	4.1 Publication Ratio (#)	Both	2	2-2.9	3-4.9	5-10	
	4.2 Field-Weighted Citations Impact (FWCI)	Both	0-0.79	0.8- 0.89	0.9-1.9	2-4	
	4.3 Joint Industry Research (%)	Both	0-19%	20%-39%	40%-64%	65%-75%	
	4.4 Student Participation Rate in Research (%)	Both	0-9%	10%-19%	20%-39%	40%-50%	
	4.5 Impact of Research (#)	Institution	0-0.9	1- 3.9	4-7.9	8-10	
	4.6 Awarded Intellectual Property (IP) (#)	Institution	0-0.9	1- 3.9	4-7.9	8-10	
5. Reputation	5.1 Global University and Subject Rankings (#)	Both	2000-500	499-400	399-300	299-150	
	5.2 International Accreditation Status (%)	Both	0-29%	30%-59%	60%-89%	≥ 90%	Programmatic level: If an eligible program holds active international

							accreditation, the KPI score is 100. If not, or if the program is not eligible, the KPI weight is redistributed among other KPIs within Pillar 5.
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Pillars	KPI	Level	Very High Risk scenario	High Risk Scenario	Medium Risk Scenario	Low Risk Scenario	Remarks
	5.3 Student Participation Rate in International Dual / JointDegrees(%)	Both	0-0.9%	1%-2.9%	3%-4.9%	5%-10%	Programmatic level: If the program offers an international dual/joint degree option with active student participation, the KPI score is 100. Otherwise, the KPI weight is redistributed among other KPIs within Pillar 5.
	5.4 International Research Collaboration (%)	Both	0%-9%	10%-19%	20% - 39%	40%-80%	
6. Community Engagement	6.1 Academic Events with Student Participation (#)	Institution	0-4	5- 9	10-19	20-25	
	6.1 Academic Events with Student Participation (#)	Program	1	2	3	4	
	6.2 Events & Initiatives for the Community (#)	Both	0-4	5- 9	10-19	20-25	Programmatic level: If the program organises more than two community events annually, the KPI score is 100. If not, the KPI weight is reassigned to the other KPI within Pillar

Based on the Strategic plan KPIs, the risks are classified into high, medium and low risk categories which is given in the table 2b below

Table 2b – Risk Matrix based on Strategic plan KPI achievement status

Strategic Goal	Objective	KPI	High Risk Scenario	Medim Risk Scenario	Low Risk Scenario
			Low Threshold - Achievement of KPI Target	Medium Threshold - Achievement of KPI Target	High Threshold - Achievement of KPI Target
Excellence in Academics	1.1 Curriculum alignment & review	Course/Program Accreditation Compliance Rate (%)	<50%	50%-80%	>80%
		Number of curriculum reviews conducted (#)	<50%	50%-80%	>80%
		Courses Updated Based on Emerging Trends (%)	<50%	50%-80%	>80%
		Program review reports with AI input (#)	<50%	50%-80%	>80%
		PGs/PEOs/PLOs aligned with accreditation requirements (#)	<50%	50%-80%	>80%
		Reviews held for PGs/PEOs/PLOs (#)	<50%	50%-80%	>80%

Strategic Goal	Objective	KPI	High Risk Scenario	Medium Risk Scenario	Low Risk Scenario
			Low Threshold - Achievement of KPI Target	Medium Threshold - Achievement of KPI Target	High Threshold - Achievement of KPI Target
Excellence in Academics	1.2 Faculty recruitment & teaching quality	Faculty recruited from top 200 universities (#)	<50%	50%-80%	>80%
		Faculty retention rate (%)	<50%	50%-80%	>80%
		FDP Participation Rate (%)	<50%	50%-80%	>80%
		Faculty Success Rate in Licenses & Certifications (%)	<50%	50%-80%	>80%
		Faculty's professional membership (%)	<50%	50%-80%	>80%
		Faculty's academic memberships (%)	<50%	50%-80%	>80%
		Innovative Teaching Pedagogies (#)	<50%	50%-80%	>80%
		Innovative Teaching Assessments (#)	<50%	50%-80%	>80%
Excellence in Academics	2.1 Student engagement & exchange				>80%
		Inbound & Outbound Student Exchange (#)	<50%	50%-80%	>80%
Excellence in Academics	2.2 Student-centered learning	Graduation Rate (%)	<50%	50%-80%	>80%
		Technology Utilization Rate (%)	<50%	50%-80%	>80%
Excellence in Academics	2.3 Academic & career counseling	Academic Counselling Utilization Rate (%)	<50%	50%-80%	>80%
		Student Satisfaction with Academic Counseling (%)	<50%	50%-80%	>80%
		Career Counselling Utilization Rate (%)	<50%	50%-80%	>80%
		Student Satisfaction with Career Counseling (%)	<50%	50%-80%	>80%
Research & Innovation	3.1 Research publications				>80%
		Publications in High-impact Journals (#)	<50%	50%-80%	>80%
		Mission-aligned ICs per annum (%)	<50%	50%-80%	>80%
		Research Output Growth Rate (%)	<50%	50%-80%	>80%
		Research Awards and Recognitions (#)	<50%	50%-80%	>80%

Strategic Goal	Objective	KPI	High Risk Scenario	Medium Risk Scenario	Low Risk Scenario
			Low Threshold - Achievement of KPI Target	Medium Threshold - Achievement of KPI Target	High Threshold - Achievement of KPI Target
Research & Innovation	3.2 Interdisciplinary & industry research	IP Awareness Workshops/Events (#)	<50%	50%-80%	>80%
		Awarded Intellectual Property (IP) (#)	<50%	50%-80%	>80%
		Industry Partnerships for IP (#)	<50%	50%-80%	>80%
		Revenue from IP Licensing (AED)	<50%	50%-80%	>80%
Research & Innovation	4.1 Sustainable/SDG research	Joint Research related to UN SDGs (%)	<50%	50%-80%	>80%
		Innovations (IP) (#)	<50%	50%-80%	>80%
		Sponsored Research Projects (#)	<50%	50%-80%	>80%
		International Collaborations for SDG Research (#)	<50%	50%-80%	>80%
Research & Innovation	4.2 Entrepreneurial research & commercialization	Research Projects Focused on Social Impact (%)	<50%	50%-80%	>80%
		Innovations commercialized in the market (#)	<50%	50%-80%	>80%
		Industry Research Impact (index)	<50%	50%-80%	>80%
		Impact of entrepreneurial research (%)	<50%	50%-80%	>80%
		Case studies published (#)	<50%	50%-80%	>80%
		Alumni Engagement in Curriculum Design (%)	<50%	50%-80%	>80%
Collaborations & Employability	5.1 Industry-aligned curriculum & projects	Academic Projects Based on Industry Collaborations (%)	<50%	50%-80%	>80%
		Courses with Guest Lectures from Industry Experts (%)	<50%	50%-80%	>80%
		Industry Visits per semester (#)	<50%	50%-80%	>80%
		Executive sessions per semester (#)	<50%	50%-80%	>80%
			<50%	50%-80%	>80%

Strategic Goal	Objective	KPI	High Risk Scenario	Medium Risk Scenario	Low Risk Scenario
			Low Threshold - Achievement of KPI Target	Medium Threshold - Achievement of KPI Target	High Threshold - Achievement of KPI Target
Collaborations & Employability	5.2 Professional certifications & microcredentials	Professional accreditations per program (#)	<50%	50%-80%	>80%
		Micro-credentials attained (%)	<50%	50%-80%	>80%
		Programs Offering Microcredential Pathways (%)	<50%	50%-80%	>80%
		Industry Partnerships for each Micro-credential (#)	<50%	50%-80%	>80%
Collaborations & Employability	6.1 Professional skills development	Students Participation Rate in Soft Skills Workshops (%)	<50%	50%-80%	>80%
		Soft Skills workshops conducted (#)	<50%	50%-80%	>80%
		Improvement rate in Soft Skills (%)	<50%	50%-80%	>80%
		Career Readiness Workshops conducted (#)	<50%	50%-80%	>80%
Collaborations & Employability	6.2 Work placements & job opportunities	Participation Rate in Career Readiness Workshops (%)	<50%	50%-80%	>80%
		JNF Events Organized (#)	<50%	50%-80%	>80%
		Jobs Offered (#)	<50%	50%-80%	>80%
Community Engagement	7.1 Student-led academic & scholarly events	CWC per program (#)	<50%	50%-80%	>80%
		Student Satisfaction with CWC Events (%)	<50%	50%-80%	>80%
		Student-Led Academic Events (#)	<50%	50%-80%	>80%
		Events organized by Clubs and Committees (%)	<50%	50%-80%	>80%
Community Engagement	7.2 Community engagement & sustainability	Community Events and Initiatives Organized (#)	<50%	50%-80%	>80%
		Volunteer Hours Contributed (#)	<50%	50%-80%	>80%
		Participation in Educational Events (#)	<50%	50%-80%	>80%

Strategic Goal	Objective	KPI	High Risk Scenario	Medium Risk Scenario	Low Risk Scenario
			Low Threshold - Achievement of KPI Target	Medium Threshold - Achievement of KPI Target	High Threshold - Achievement of KPI Target
		Satisfaction Rate of Community Program (%)	<50%	50%-80%	>80%
		Upskilling events conducted (#)	<50%	50%-80%	>80%
		Financial scholarships provided (#)	<50%	50%-80%	>80%
		Student-Led Sustainability campaigns (#)	<50%	50%-80%	>80%
		Waste reduction campaigns implemented (#)	<50%	50%-80%	>80%
		Sustainability workshops conducted (#)	<50%	50%-80%	>80%
Reputation & Excellence	8.1 Accreditations & rankings	Program Accreditation Status (#)	<50%	50%-80%	>80%
		Improvement Action Plan Completion Rate (%)	<50%	50%-80%	>80%
		Program Benchmarking Performance Against Peers (#)	<50%	50%-80%	>80%
		Reaccreditation/Review Cycle (#)	<50%	50%-80%	>80%
		Continuous Feedback Integration rate (%)	<50%	50%-80%	>80%
		International Accreditation Status (#)	<50%	50%-80%	>80%
		Program Alignment with National Priorities (%)	<50%	50%-80%	>80%
		ERT/LRT Feedback Integration rate (%)	<50%	50%-80%	>80%
		Confidence and Risk Status (Outcome-based Evaluation)	<50%	50%-80%	>80%
		QAA standards mapping with MOHESR (#)	<50%	50%-80%	>80%
		Alignment of Outcomes with QAA (%)	<50%	50%-80%	>80%
		QAA Milestone Achievement Status	<50%	50%-80%	>80%
		Global University and Subject Rankings (#)	<50%	50%-80%	>80%

Strategic Goal	Objective	KPI	High Risk Scenario	Medium Risk Scenario	Low Risk Scenario
			Low Threshold - Achievement of KPI Target	Medium Threshold - Achievement of KPI Target	High Threshold - Achievement of KPI Target
Reputation & Excellence	8.2 International engagement & mobility	Students Outbound Exchange (#)	<50%	50%-80%	>80%
		Students Inbound Exchange (#)	<50%	50%-80%	>80%
		Faculty Inbound Exchange (#)	<50%	50%-80%	>80%
		Faculty Outbound Exchange (#)	<50%	50%-80%	>80%
Reputation & Excellence	8.3 Admin & infrastructure excellence	On-campus facilities equipped with modern technology (%)	<50%	50%-80%	>80%
		Campus facilities meeting accessibility standards (%)	<50%	50%-80%	>80%
		Average resolution time for maintenance issues (#)	<50%	50%-80%	>80%
		Professional staff recruited from top 200 universities (#)	<50%	50%-80%	>80%
		Staff retention rate (%)	<50%	50%-80%	>80%
		Staff development programs conducted (#)	<50%	50%-80%	>80%

Based on the severity of consequences, the risks and threats related to Operational and HSE at HUC are classified in to five categories from insignificant to catastrophic as shown in Table 2b.

Table 2b: Risk and Threat Severity Matrix of HUC

Likelihood (Probability)	Severity (Consequences)				
	Insignificant (1)	Low(2)	Moderate (3)	High (4)	Catastrophic (5)
Very Unlikely (1)	1	2	3	4	5
Unlikely (2)	2	4	6	8	10
Probable (3)	3	6	9	12	15
High (4)	4	8	12	16	20
Frequent (5)	5	10	15	20	25

XI. RISK EVALUATION

The seriousness of the risk can be evaluated by computing the product of Likelihood and severity as shown in the above table 2.3.

XII. CLASSIFICATION OF RISKS RELATED TO OBEF, STRATEGIC PLAN, OPERATIONAL AND HSE

Based on evaluation of risks, all OBEF, Strategic plan, operational and HSE risks and threats are assessed and classified at HUC into four types as shown in Table 3.

Table 3: Risk and Threat Rating Criteria

CATEGORY	RISK ASSESSMENT TOOL	RISK CATEGORY
MOHESR OBEF	Based on the KPI value	Very High, High, Medium and Low
Strategic plan	Based on the KPI vlaue	High, Medium and Low
Operational and HSE Related Risk	Risk rating - 1-3	Low
	Risk Rating - 4-6	Moderate
	Risk Rating - 8-12	High
	Risk Rating -15- 25	Catastrophic

XIII. RECORDING OF RISK INCIDENTS - OPERATIONAL AND HSE

As each department in HUC maintains a Risk Incident Register for HSE policy, Information Technology, Maintenance, Finance and TED department shall maintain a Register for loss of revenue/ personnel or failure of IT/learning resources. Recording of these incidents of risk register should be done based on format given in Table 4.

TABLE 4: RISK INCIDENT REGISTER FORMAT FOR RISK MANAGEMENT

< DEPARTMENT NAME >									
REGISTRATION OF OPERATIONAL / LEGAL / HEALTH & SAFETY RISK INCIDENTS									
S.No.	Risk Incident	*Risk Type (Operational / Legal/ Health & Safety)	Date	Time of occurrence of risk incident	Place	*Risk severity (To be updated by IRQAOA)	Impact of risk incident	Actions Taken to control risk	Measures required for preventing recurrence of risk incident

XIV. INSTITUTIONAL RISK MANAGEMENT PLAN

Risk management plan is aimed at taking a pro-active approach to avoid / minimize any form of risks associated with non-meeting OBEF and Strategic plan KPIs, failure of IT, loss of revenue, personnel and learning resources to the institution. It enables to ensure efficient and effective functioning of the institution. The Risk management plan enables the management to take appropriate decisions before any major incident affects its operations.

Based on the category of the risk incident, appropriate and timely measures are taken by concerned department heads for controlling the risks effectively and efficiently. The actions taken for various risk categories have been detailed below as per the Table 5.

Table 5: Risk Management timeframe for actions

Category	Risk Rating	Required Actions	Effect on operations	Responsibility	Timeframe
OBEF	Low	Will be tolerated by the organization but remedial measures are undertaken through orientations and training.	Operations, activities or tasks can be carried out by the current procedures.	Concerned Department head / Committee Chair	Monitoring academic year wise
	Medium	Remedial measures are taken within the beginning of next semester	Operations, activities or tasks can be maintained along with recommending the provision and implementation of other additional measures or procedures	UC member/ Dean of both schools/ President	Monitoring semester wise
	High	Remedial measures are taken immediately	Operations, activities or tasks can be maintained; however, they necessitate providing obligatory additional measures and procedures to control and handle within a specific period of time, while they are continuously monitored until additional measures and procedures are met, complete and re-evaluated. Operations, activities or tasks shall immediately cease function, if obligatory additional measures and procedures are not provided or achieved within the specified time agreed to.	UC/ Dean of both schools/ President	Monitoring monthly

Category	Risk Rating	Required Actions	Effect on operations	Responsibility	Timeframe
Strategic plan	Low	Will be tolerated by the organization but remedial measures are undertaken through orientations and training.	Operations, activities or tasks can be carried out by the current procedures.	Concerned Department head / Committee Chair	Monitoring academic year wise
	Medium	Remedial measures are taken within the beginning of next semester	Operations, activities or tasks can be maintained along with recommending the provision and implementation of other additional measures or procedures	UC member/ Dean of both schools/ President	Monitoring semester wise
	High	Remedial measures are taken immediately	Operations, activities or tasks can be maintained; however, they necessitate providing obligatory additional measures and procedures to control and handle within a specific period of time, while they are continuously monitored until additional measures and procedures are met, complete and re-evaluated. Operations, activities or tasks shall immediately cease function, if obligatory additional measures and procedures are not provided or achieved within the specified time agreed to.	UC/ Dean of both schools/ President	Monitoring monthly

Category	Risk Rating	Required Actions	Effect on operations	Responsibility	Timeframe
Operational and HSE	Low (1-3)	Will be tolerated by the organization but remedial measures are undertaken through orientations and training.	Operations, activities or tasks can be carried out by the current procedures.	Concerned Department head / Committee Chair	Within a semester
	Moderate (4-6)	Remedial measures are taken within the beginning of next semester	Operations, activities or tasks can be maintained along with recommending the provision and implementation of other additional measures or procedures	UC member/ Dean of both schools/ President	Within a month
	High (7-15)	Remedial measures are taken immediately	Operations, activities or tasks can be maintained; however, they necessitate providing obligatory additional measures and procedures to control and handle within a specific period of time, while they are continuously monitored until additional measures and procedures are met, complete and re-evaluated. Operations, activities or tasks shall immediately cease function, if obligatory additional measures and procedures are not provided or achieved within the specified time agreed to.	UC/ Dean of both schools/ President	Within a week
	Catastrophic (15-25)	Remedial measures are taken immediately. Immediate management decisions	Operations, activities and tasks shall not be initiated in the current situation. It must cease immediately until they are reconsidered as well as taking necessary control measures and procedures and carrying on re-evaluation for impacts and risks	President	Within a day

XV. RISK DETERMINATION, IMPLEMENTATION AND CONTROL MEASURES

All the departments will have to take measures in implementation of the control measures with an aim of eliminating the risk, minimize the risk or avoid the risk in

future. All these risk management can be in short run and long run. Short run measure are to immediately control high risk situation and long term measures are proactive to avoid such risks in future so that gradually their impact is reduced to nearly zero or eliminate if possible. This can also include training manpower to be proactive to avoid future risks. All department will also generate reports on the status of implementation and its effect on controlling the risks.

Procedure for control measures

Procedure for control measures are based on the following steps:

1. Identification of the Risk level by the concerned department based on the review of semester or annual reporting systems or as and when a situation arises
2. Classify the nature and level of risk into high medium or low categories and based on the severity of the risks the control measure are classified into short term and long term controls
3. Based on the category of risk and its impact on the institutional reputation, financial implication, sustainability and effective conduct of operations, the control measures are designed after assessing the cost benefit analysis of control measures versus the impact.
4. Allocating necessary and appropriate resources and budget as per the control measures in the short and long term solutions of the risks
5. Selecting and implementing the viable control measures as per the timelines defined in the risk management plan by concerned departments
6. Taking a feedback and reporting status of risk resolution and corrective measures to increase its effectiveness
7. Reporting the closure of risk resolution and avoiding repletion of the risk incident in future

Department Name-					Academic Year		
Responsible person:							
Risk level	Risk impact	Risk control action	Time frame	Feedback after implementation	Measures required for preventing recurrence of risk incident	Resources required	Remark

Note: The risk impact is calculated on the extent of severity and damages in terms of qualitative and quantitative aspects of the institutional activities and resources

I. RISK INCIDENT ANALYSIS AND REVIEW

President reviews the risk incidents reported by the concerned departments every month and recommends appropriate course of action. The chair or risk assessment committee presents a summary risk analysis report to the President at the end of every semester. President reviews the report, recommends necessary course of action and approves resources required for mitigating such risks in future. The UC decisions are sent to concerned department for implementation. Departments shall update the status of implementation in their monthly report, which will be reviewed by President during a monthly review meeting with the department.

II. TEACH OUT POLICY

A. Introduction

HUC Risk Management policy includes systems of internal controls. These controls include a number of measures that facilitate an effective and efficient operation, enabling HUC to respond to a variety of operational, financial, and commercial risks. However, in unforeseeable events its risk management policy protects the interest of stakeholders, specially the students to ensure their continuation of studies. The Financial Plan of HUC makes provisions for such contingencies.

B. Formation of committee

To deal with the unforeseeable or emergency situations, an ad-hoc 'Teach- Out' committee is formed comprising of UC members and Head of Finance (HOF).

C. Functions of the committee

- i. To prepare a general 'Teach-out' plan to rehabilitate the students on rolls at the time of emergency.
- ii. To ensure the last student is rehabilitated as per the proposed plan
- iii. To refund the fee as per the provisions made by finance department for such contingencies

D. Process Flow

- i. Gravity of the emergency situation is reviewed
- ii. A 'Teach-Out' plan is prepared to accommodate the students
- iii. Ensure the implementation of the 'Teach-Out' plan

E. 'Teach-Out' Plan

- i. In case the need arises to discontinue a particular major/emphasis of a program over a period of time, students still enrolled at that point of time shall be given the following options:
 - a. Students will be offered to transfer to the existing emphasis/major programs of their choice offered at HUC
 - b. Students can opt to transfer their credits to any of the accredited institutions, which have articulation agreements with HUC or any other institutions of their choice.
 - c. If the student decides to cancel his registration with HUC, applicable refunds will be offered.

- d. The applicable refund shall be paid over a period of one year.
- ii. In case an unforeseen situation arises and HUC needs to wind up its operations completely or decides to discontinue a particular program, the students enrolled at that point of time shall be given the following options:
 - a. Students can opt to transfer their credits to any of the accredited institutions, which have articulation agreements with HUC or any other institutions of their choice.
 - b. If the student decides to cancel his registration with HUC, applicable refunds will be offered.
 - c. The applicable refund shall be paid over a period of one year.

XVI. OUTCOMES AND MEASUREMENTS

The President and UC reviews the status of risk control measures implemented and necessary steps are initiated to mitigate risks. The risk management activities are conducted on the basis of predetermined time frames the functioning of risk management framework is measured by the IRQAOA office to improve its operation as and when necessary. UC is authorized to evaluate the risk management activities and its impacts during their meetings.

XVII. MANAGEMENT RESPONSIBILITY

President along with the Risk Management Committee is responsible for establishing and approving processes, procedures and mechanisms by which key matters of risk are identified, and ensuring that strategies are developed to manage such risks.

The Board has responsibility to understand the key risks in operations and ensure, through regular reviews and assessments that appropriate systems are in place to identify and manage these risks, receive regular reports on the management of material risks to HUC.

Board reviews risks based on the reports of Risk Management Committee. An annual risk assessment review and ensures good management and sound fiscal practices.

XVIII. REVIEW OF POLICY, PLAN AND IMPLEMENTATION

DESCRIPTION	RESPONSIBILITY	TIMEFRAME
Review of Risk Management policy	President	Annual
Approval of Risk Management Policy	Board of Trustees	Annual
Developing a Risk Management Plan	Head of Departments	Annual
Review of Risk Management Plan	VP-IRQA	Annual
Approval of Risk Management Plan	President & BOT	Annual
Implementation of Risk Management	Head of Departments	Monthly
Monitoring implementation of risk Management policy	Chair of Risk Management Committee	Monthly

Timely and accurately registering risk incidents	Head of Departments	As and when incident occurs
Review of Risk incidents registered by various units	President	Monthly
Review of Risk analysis	President	Semester

A. ANNUAL REVIEW OF EFFECTIVENESS OF RISK MANAGEMENT PLAN

The Board of Governors shall review the effectiveness of internal control of HUC for each significant risk identified. The Board of Governors will:

- i. Review the previous year and examine HUC's track record on risk management and internal control,
- ii. Consider the internal and external risk profile of the coming year and consider if current internal control arrangements are likely to be effective.
- iii. Make provision for overcoming unforeseen circumstances.

**SECTION B - HEALTH, SAFETY AND ENVIRONMENT RISK
ASSESSMENT PLAN**

I. INTRODUCTION

Risk assessment has become a prevalent attribute among successful organizations because it reduces the impact of all identified risks, allowing the institution to achieve greater success and stability. Horizon University College (HUC) recognizes the importance of risk management related to Health, Safety and Environment (HSE) and the need for overall risk assessment preparation. The risk assessment is done to assure the safety and well-being of all stakeholders associated with HUC.

II. PURPOSE

Horizon University College (HUC) is committed to creating a safe and healthy environment for the HUC community by encouraging staff, teachers, students, and visitors to actively participate in improving HSE (Health, Safety, and Environment) performance in its premises and in all its activities. HUC risk policy created a foundation for an HSE management system to abide by HSE-related rules and regulations laid by the Ministry of Education, UAE. This policy ensures that all hazards related to HSE are handled properly and mitigation measures are in place to control the dangers that have been identified. This policy has attained higher levels of significance due to the current Covid-19 pandemic situation. HUC has taken all the initiatives, steps and actions to safeguard its stakeholders from this global pandemic by adhering to the guidelines issued by World Health Organization (WHO) and also by strictly implementing the protocols laid by the Ministry of Health and Ministry of Education, Government of UAE.

III. PROCESS OF HSE RISK ASSESSMENT AT HUC

Horizon University College (HUC) adopted a systematic and a scientific process to assess all types of risks related to HSE. It constituted a HSE Committee whose Chairperson is the Registrar of the University.

The structure of this committee is as shown in the figure below



The HSE Committee follows various steps as shown below:

1. Development of HSE Policy and Procedures as per the Ministry of Health and Ministry of Education, UAE
2. Identification of all potential risks associated to HSE
3. Analyze the significance various risks
4. Assess the impact of risks
5. Develop corrective action plan to mitigate the risks
6. Monitoring the progress of implementation

IV. Risk Value

HUC establishes controls based on Risk Value to decide whether the risk is considerable or acceptable, i.e. high risk. If the risk is intolerable, HUC takes immediate action and develops a plan to minimize or eliminate the risk. At the same, it develops a long-term solution to totally avoid those of kind of risks in all the operations related to Health, Safety and Environment. The Risk Value for each risk is calculated based on the process mentioned in Table – 2 and Table – 3 of this document.

V. CLASSIFICATION OF RISKS

Health, Safety and Environment (HSE) related risks at Horizon University College have been classified into Five Categories.

These are,

1. General Risks
2. Premises Risks
3. Risks due to Hazards
4. Health, Safety and Environment (HSE) Risks
5. Risks related to Contractors
6. Risks related to Radicalization and Extremism
7. Financial Risks

Further, detailed risks are identified in each category of above classification. The details of these risks, their brief description, likelihood, impact, risk value, control measures, time frame for action and person / department responsible to implement the action are mentioned in the subsequent tables below.

VI. HEALTH AND SAFETY RISK ASSESSMENT WITH ASSOCIATED RISK LEVEL

4.1 GENERAL RISKS

Type of the Risk	Risk	Brief Description / Consequences	Likelihood	Impact	Risk Value (Likelihood X Impact)	Control Measures	Time Frame	Responsibility / Owner
Transport	Improper maintenance of vehicles, security measures	Accidents, injuries & death	2	3	6	Take all precautions laid by the government and implement them	Regular	Drivers and Dy Finance
Furniture	Inadequate furniture and lack of Pest Control	Updated furniture Lack of Pest Control and usage of unauthorized pest control can lead to food poisoning	2	3	6	Applying Pest Control on a scheduled basis by utilizing the services of approved Pest Agencies by Sharjah Municipality	Monthly	Head-Maintenance
Cleaning and Sanitation	Improper cleaning and sanitation	Improper cleaning and not maintaining proper sanitation leads to food-poisoning	3	3	9	Follow standard procedure and HACCP requirements	Regular	Head-Maintenance

Maintenance of Canteen Area and Premises	Unhealthy maintenance of Canteen Area and its Premises	Poor, unhealthy and unhygienic maintenance of Canteen Area and its Premises leads to food poisoning	3	3	9	Follow standard procedure and HACCP requirements	Regular	Head-Maintenance
Checking Expiry dates	Keeping food beyond its expiry date	Keeping or serving food beyond its mentioned expiry date leads to food poisoning	3	3	9	Discarding of expired food as per the standards and following HACCP requirements	Regular	Canteen In-charge and Head of Finance
Air Quality	Gap in the provision of services related to compressed air, ice, steam, ventilation, and hygienic water	Gaps or violation of standards in provision of services leads to various deceases	3	4	12	Follow the standards and maintain HACCP requirements	Regular	Canteen In-Charge and Head of Finance
Energy Management	Wastage of Energy	Excessive use of electricity, water, solar power, batteries and freezers at various locations in the University	2	3	6	Switch off all the electrical equipment when they are not in use	Regular	Head-Maintenance and Security

		Campus						
Water Management	Wastage of Water	Excessive use of water and wastage of water	2	3	6	Install sensors in wash basins wherever pipes are used for washing hands to restrict water supply Provide training and awareness about minimizing the wastage of water and its proper usage	Regular	Head-Maintenance
Fire and Evacuation	Loss of life and damage to properties	Fire due to Electrical short circuit and other causes	1	5	5	Check fire extinguishers are in working order. Check fire alarms Conduct Fire Evacuation drills	Monthly/ Yearly	Maintenance Supervisor

4.2 PREMISES RISKS

Type of the Risks	Risk	Brief Description / Consequences	Like-lihood	Imp-act	Risk Value (Likelihood X Impact)	Control Measures	Time Frame	Responsibility / Owner
Maintenance of Buildings	Improper Maintenance of building	External cracks Improper painting Leakages	3	3	9	Regular maintain of the building	Regular	Head-Maintenance
Maintenance of AC in class room areas	Deviations of temperature	Extremely Low-High Improper cleaning of the AC equipment	3	3	9	Regulating the temperature depending on the external environment and seasons	Regular	Maintenance Supervisor
Classrooms and & Student Common Rooms	Non-availability of First-Aid and emergency medicines	First-Aid cannot be provided in time	3	3	9	All types of medicines for first-aid and emergency medical conditions should be in stock and available	Daily	
	Improper maintenance of hygienic conditions and sterilization	Spreads infections				All areas of Medical Room should be maintained hygienically and medical equipment and accessories should be sterilized from time to time	Daily	

Offices and Classrooms	Excessive usage of paper	Depletion of natural resources	2	3	6	Effective use of ERP and LMS.	Monthly	Maintenance Supervisor and Team
	Excessive use of photocopiers and printers inks.	Air & Soil Pollution	2	3	6	Follow 'Procedure for managing risk related to paper and printers ink consumption'	Monthly	
	Energy Consumption	Depletion of natural resources	2	3	6	Procedures For Managing Risk Related To Energy Consumption	Monthly	
Offices and Classrooms	Harmful gas / air emissions from furniture, paints, flooring (Carpets & Rugs), photocopiers and printers.	Air Pollution	3	3	9	Follow 'Procedure for managing risk related to fuel consumption & emission of harmful air gases' and 'Procedure for managing risk related to paper and printers ink consumption'	Monthly	
Library	Timely availability of books	Affects the academic planning and students learning	1	4	4	Procurement process starts early.	One Month before the start of the semester	Library Staff

	Loss or damage to books and theft of library resources	Affects students learning and institutions image	1	4	4	Anti-theft system installed	Annually	Library Staff
	Improper maintenance of racks and shelves	Damages of the racks & shelves Injuries to users	1	4	4	Regular maintenance	Once in 15 days	Maintenance staff
	Misuse of computers in library	Cultural issues	2	2	4	Firewall installed	Semester	IT Dept.
	Student Indiscipline and behavioral issues in Library	Behavior of indiscipline and disturbance in library & damage to library assets	1	4	4	Counselling for students Monitoring through Camera	Daily	Library Staff / IT Dept.
	Delays in weeding out	Space issues and increase in maintenance costs	1	4	4	Outdated editions will be replaced with new editions	Semester	Library Staff / Finance
	Books damaged by the students during their usage	Books damaged by the students during their usage reduces the number of books in library	2	2	4	Buying extra copies during the procurement and counselling the students Implementing fines as per policy	Semester	Library Staff
Wash Rooms	Poor & clean arrangement and hygiene	Bad Health & Illness	2	3	6	Compliance Requirement for cleanness & drinking Water As Per MOE'	Monthly	Maintenance Department
Prayer rooms	Inadequate cleaning arrangement and	Bad Health & Illness	2	3	6	Compliance Requirement for cleanness & drinking	Monthly	Head Maintenance Department

	hygiene					Water As Per MOE'		
Employees Cabins/Prayer Rooms/Store	Poor ventilation, clearing, Sanitization, and indoor air quality	Bad Health & Illness	2	3	6	Follow 'Procedure For Internal Air Quality Management'	Monthly	Head Maintenance Department
Class rooms	Improper safety measure of Fire	Serious Injuries & Death	2	3	6	Follow procedure for ensuring Fire safety	Immediate	Head Maintenance Department
Hostel	Improper Hygienic	Spreads infections	2	3	6	Providing all safety measurements	Immediate	

4.3 RISKS RELATED TO HAZARDS

Operation	Risk	Brief Description / Consequences	Likelihood	Impact	Risk Value (Likelihood X Impact)	Control Measures	Time Frame	Responsibility / Owner
Electrical	Staff could get electrical shocks or burns from using faulty electrical equipment. Electrical faults can also lead to fires.	Staff probably exposure to any defective plugs, discolored sockets or damaged cable/equipment.	1	5	5	Check all around desks and common areas, making sure that cables are well grounded and hidden away as best as possible. Adhered to electrical installation safety Confirm the system for making safe any damage to building installation electrics,	Regular	Maintenance Supervisor

						<p>Example: broken light switches or sockets.</p> <p>Defective equipment taken out of use safely and promptly replaced. Staff told not to bring in their own appliances, toasters, fans</p>		
Fire	If trapped, staff could suffer fatal injuries from smoke inhalation/ burns.	Working with landlord, fire risk assessment done, and necessary action taken.	1	5	5	<p>Check fire extinguishers are in working order.</p> <p>Check fire alarms for testing within last six months</p>	Monthly	Maintenance Supervisor
A/C	Fault in the functioning of A/C	Staff probably suffer of severe weather due to situation when A/C not functioning	1	5	5	Check that all A/C units in the building are in good condition and received up-to-date servicing to ensure they are in working order	Monthly	Maintenance Supervisor
Library	<p>Manual handling risks.</p> <p>Falling some books from height:</p>	<p>Probability of any staff to receive back or other injuries if correct practice are not adhered to.</p> <p>Risk to the staff of injury caused by falling books from height shelves.</p>	1	5	5	<p>Check that all paths and corridors inside library are free of obstructions.</p> <p>Check that the library is being cleaned every day.</p> <p>Check that Large and heavy items are not been stored on high library shelves.</p>	Regular	Maintenance Supervisor

						Check all around desks and common areas, making sure that cables are well grounded and hidden away as best as possible.		
Chemical & Explosive Elements	Exposure to chemical materials	Horizon staff probably suffer or receive skin burns if they exposure to chemical materials, touch, smell, breath or handling	1	3	3	Check that all chemical materials are labeled and stored in proper conditions.	Monthly	Maintenance Supervisor

4.4 HEALTH, SAFETY AND ENVIRONMENT RISKS

Operation	Risk	Brief Description / Consequences	Likelihood	Impact	Risk Value (Likelihood X Impact)	Control Measures	Time Frame	Responsibility / Owner
General Health of Employees	Frequent Sick leaves due to ill health Lower Productivity	Employees applying leave due to frequent illness	1	3	3	Maintain good hygiene in the campus Conduct frequent training programs and health awareness workshops. Take all precautions related to general health of employees	Daily	HSE Committee

General Health of Students	Frequent absenteeism due to ill health Lower participation	Students frequently absenting themselves from classes due to frequent illness	1	3	3	Maintain good hygiene in the campus Conduct frequent training programs and health awareness workshops. Take all precautions related to general health of students	Daily	HSE Committee
Water related	Fault in the water supply in the building Quality of Drinking Water	Staff probably suffer of shortage of water due to sudden stop of water supplying, or fault in the water pipeline system.	2	3	6	Check that the water pipeline system is in proper conditions. Check that the water tankers are clean and have sufficient water and in proper conditions Perform periodic Water testing through authorized agencies to check the quality of water	Monthly	Head-Maintenance

4.5 CONTRACTORS RISKS

Operation	Risk	Brief Description / Consequences	Likelihood	Impact	Risk Value (Likelihood X Impact)	Control Measures	Time Frame	Responsibility / Owner
Transportation	Approved transport agencies	Transporting agency should have all approvals from government	2	4	8	Check all the approvals of transport agency Give permit only after verifying all approvals and previous experience	Every Semester	Registrar / Dy Finance
	Licensed drivers	Should deploy drivers with valid driving licenses						
	Good vehicles with proper maintenance and approvals	Vehicles should be equipped with CC cameras						
	Vehicles without CC Cameras	Fire extinguishers should be fitted in the vehicles						
Cafeteria	Vehicles without Fire Extinguishers and equipment		2	3	6	Check all approvals and permits Check the background and experience of contractor Collect the risk	Every Semester	Registrar / Dy Finance
	Approved licenses of owner	The contractor should have HACCP certification						
	HACCP Certification	Contractor should be approved by competent authorities						
	Risk							

	Management Plan	Contractor should submit the risk management plan				management plan from the contractor		
Housekeeping	Approved licenses of owner	The contractor should have all approvals from the competent authorities	2	3	6	Check all approvals and permits Check the background and experience of contractor Collect the risk management plan from the contractor	Every Semester	Registrar / Dy Finance
Printing	Approved licenses and previous experience	The contractor should have all approvals from the competent authorities	1	3	3	Check all approvals and permits Check the background and experience of contractor Collect the risk management plan from the contractor	Regularly	Head-IT
Computer Hardware	Approved licenses and previous experience	The contractor should have all approvals from the competent authorities	1	3	3	Check all approvals and permits Check the background and experience of contractor Collect the risk management plan from the contractor	Regularly	Head-IT

Fire Extinguishers	Approved licenses and previous experience	The contractor should have all approvals from the competent authorities	1	4	4	Check all approvals and permits Check the background and experience of contractor Collect the risk management plan from the contractor	Regularly	Head-IT
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4.6 RISKS RELATED TO RADICALIZATION AND EXTREMISM

Horizon University College (HUC) developed risk mitigation strategies to totally eliminate the aspect of radicalization and extremism. It is done through a multifold strategy.

- The initial step to identify such behavior is taken through a thorough verification, scrutiny and security check of background of its students and employees. All such cases are not provided the admission and the applications of such candidates for employment are rejected outright.
- The next major step is taken through creating awareness, inculcating ethical and moral values and conducting various training programs (internal and external) to induce such values among the students and all employees.
- Also, HUC involves its students and employees in various community service events to develop the ethical, social and moral responsibilities. These events are related to Blood Donation camps, Visiting orphanages and old age homes, conducting awareness about drugs by the government agencies and conducting charity events during the holy month of Ramadan. A course on 'ethics' is also incorporated in the program structure of HUC.

- The third step is taken by constantly monitoring any such behavior among its students and employees.

Operation	Risk	Brief Description / Consequences	Likelihood	Impact	Risk Value (Likelihood X Impact)	Control Measures	Time Frame	Responsibility / Owner
Behavior of Teaching Staff	Extreme and radical behavior of faculty members	Leads to violation of ethical and legal policies of the university	1	3	3	Monitor the behavior of teaching staff Create awareness and provide training on ethical behavior	Regular	Vice President-Academic Operations (VP-AO), Registrar and Talent Empowerment Department (TED) – In-charge
Behavior of Non-Teaching Staff	Extreme and radical behavior of non-teaching staff	Leads to violation of ethical and legal policies of the university	1	3	3	Monitor the behavior of non-teaching staff. Create awareness and provide training on ethical behavior	Regular	VP-AO, Registrar and TED – In-charge
Behavior of Students	Extreme and radical behavior of students	Leads to violation of ethical and legal policies of the university	1	3	3	Monitor the behavior of students Create awareness and provide training on ethical behavior	Regular	VP-AO, Registrar and TED – In-charge

Note: As and when more issues are identified, the above table will be updated accordingly

4.7 FINANCIAL RISKS

Operation	Risk	Brief Description / Consequences	Likelihood	Impact	Risk Value (Likelihood X Impact)	Control Measures	Time Frame	Responsibility / Owner
Budget Allocation	Disproportionate or insufficient allocation of budgets to different functions of the university	Impacts negatively the completion of academic and non-academic works Hampers working environment and overall performance of the university	2	3	6	Plan and allocate adequate budgets based on the requirement of the respective functions	Semester	Dy Finance

4.8 CORPORATE RISKS

Operation	Risk	Brief Description and Impact	Likelihood	Impact	Risk Value	Control Measures	Time Frame	Responsibility
Employee Related Risks								
Counselling / Awareness	Inadequate or inappropriate counselling / awareness	Not providing appropriate and adequate counselling to students about internships and placements leads to confusion and students dissatisfaction	3	4	12	Providing appropriate and adequate counselling to students as per CAO policy	Regular	VP-AO & Director Engagement and Impact (DEI)
Employer survey	Inappropriate employer survey	Improper planning and low scope for program development damages the brand image of HUC	2	4	8	Conducting employer survey professionally to identify opportunities for program development	Regular	
Student Related Risks / Student Service Related Risks								
Internships and Placements	Unable to provide proper internships and placements	Inappropriate Internship or placement as per specialization or selection of a reliable organization leads to student's dissatisfaction and reduction of future admissions	3	3	9	Developing good corporate network for providing internships and placements	Regular	VP-AO & Director Engagement and Impact (DEI)

Student Services and Addressing Grievances	Delay or not paying attention to matters related to students	Not providing importance to the matters related to students and their grievances leads to students dissatisfaction	4	4	16	Adhering to the policy of HUC on students services and by paying attention for timely action to their grievances	Regular	VP-AO & Director Engagement and Impact (DEI)
Faculty Related Risks								
Deployment of Qualified Faculty	Deployment of untrained or faculty with inadequate qualifications as resource persons	Deployment of untrained or faculty with inadequate qualifications as resource persons for programmes conducted by CCL in association with CAO dilutes the quality and affects the rigor of programmes	3	4	12	Select trained faculty members with appropriate qualifications, and experience	Regular	VP-AO & Director Engagement and Impact (DEI)
Course Content	Poor or outdated course content	Outdated course content results in compromise in quality of programmes offered by CCL in association with CAO	2	4	6	Update the course content based on industry requirements. Obtaining approval for course content from competent authorities		

Pedagogy	Usage of non-interactive pedagogy	Trainers / Resource Persons using a non-interactive pedagogy leads to the dissatisfaction of participants in various programmes organized by CAO and CCL	4	4	16	Usage of lively and innovative pedagogy to make the students participate		
Process / Method Related Risks								
Creating Awareness about HUC and CCL Activities	Inadequate promotion and developmental activities	Inappropriate promotion and development of CCL programmes in coordination with CAO reduces the research of HUC to the target segment	3	3	9	CAO should coordinate with CCL in Planning and implementing promotional and developmental activities by targeting the right segment	Regular	VP-AO & Director Engagement and Impact (DEI) and Faculty Team
Placement Test Activity	Gaps in the coordination of conduct of Placement Tests	Gaps in the coordination during the conduct of Placement Tests along with CCL department leads to students dissatisfaction	3	4	12	Adhering to the CAO and CCL policy	Placement Test Period	VP-AO & Director Engagement and Impact (DEI)
Guidance to students for Internships and Placements	Insufficient or Improper guidance to students for internships and placements	Inadequate or improper guidance to the students during the selections for internships and placements leads to students dissatisfaction	2	3	6	Guiding the students appropriately by adhering to the policy	Regular	
Alumni Activities								

Alumni Database	Not updating alumni database	Wrong or non-updated alumni database leads to poor networking	2	3	6	Update alumni database regularly	Regular	Director Engagement and Impact (DEI), Registrar and SSD
Alumni Events	Poor turnout of alumni for events	Poor turnout of alumni leads to dissatisfaction of alumni and impacts the brand image of HUC	3	4	12	Communicating to the correct contact details of alumni and convincing them to attend alumni events	Before the event	Director Engagement and Impact (DEI)
Alumni Engagement	Poorly designed engagement activities	Poorly designed engagement activities for alumni during the events will discourage them to attend future events	2	4	8	Designing activities which add value to alumni	Before and during the event	Director Engagement and Impact (DEI)
Public Disclosure Material	Changes in Public Disclosure Material	Providing wrong information in the any type of public disclosure material results in confusion to the stakeholders	3	3	9	Obtain approval of all types of public disclosure material related to CAO before publishing from President	Regular	Director Engagement and Impact (DEI)
CAO Budget	Inappropriate allocation of budget	Allocating CAO budget to inappropriate activities results in spending for wrong activities and wrong target market	3	4	12	Allocating budget by correctly identifying the activities related to the target market of CAO Events / Corporate Visits and MoUs	Regular	

General and Events related risks								
Brand Awareness	Not identifying opportunities for brand creation	Delay in identifying, not identifying appropriate events and opportunities for promoting and creating brand awareness of HUC	2	4	8	Identifying appropriate opportunities for creating brand awareness of HUC	Regular	Director Engagement and Impact (DEI)
MoUs and Articulations	Not identifying opportunities for entering into MoUs and Articulations	Delay or not identifying opportunities for entering into MoUs and Articulations	3	4	12	Identifying appropriate opportunities for entering into MoUs and Articulations	Regular	
Training to Students	Weak / low quality training programmes to students	Absence of high quality and rigor in the training programmes to students for preparing them for internships and placements will lead to low conversion ratios	4	4	16	Quality of training programmes should be monitored for their rigor and relevance. Both academic expertise and industry exposure should be part of training	Regular	VP-AO & Director Engagement and Impact (DEI)
Developing Corporate relations and Network	Missing opportunities for developing corporate network for HUC	Delay in identifying opportunities for networking with corporate will reduce number of internships and placements	2	4	8	Identifying all the available opportunities for developing corporate network	Regular	

Establishing Scholarship MoUs and Articulation agreements	Delay in identifying opportunities for establishing scholarship MoUs and Articulation agreements	Delay in identifying opportunities for establishing scholarship MoUs and articulation agreements will reduce the number of scholarship admissions	2	4	8	Identifying opportunities by scanning the market updates	Regular	
Community Engagement in association with Services Committee	Missing the opportunity of community engagement	Delay or missing the opportunity for community engagement will lead to reduced brand image of HUC	2	4	8	Identifying opportunities for Community Service in association with Services Committee	Regular	Director Engagement and Impact (DEI)
Organizing Guest Lectures, Industry Visits, CEO lectures and Alumni Lectures	Delay in arranging the guest lectures, industry visits, CEO lectures and Alumni Lectures	Delay in arranging the guest lectures, industry visits, CEO lectures and Alumni Lectures leads to dissatisfaction of stakeholders and reduces the brand image of HUC	2	4	8	Arranging guest lectures, industry visits as per the requirement of faculty members. Arranging alumni events as per CAO calendar	Regular	VP-AO & Director Engagement and Impact (DEI)
Conduct of MDPs / EDPs and Boot Camps	Gaps in smooth conduct of these programmes	Gaps in smooth conduct of these programmes reduces the brand image	3	4	12	Adhering to the CAO policy and following the checklists and event plans of each programme	Regular	VP-AO & Director Engagement and Impact (DEI)

Conduct of Students' Events	Delay in conduct of students' events	Delay in conduct of students' events results in students dissatisfaction	2	3	6	Coordinating with Events and students to conduct more and more events and as per calendar	Regular	VP-AO & Director Engagement and Impact (DEI) and SSD
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4.9 MARKETING RISKS

Operation	Risk	Brief Description	Likelihood	Impact	Risk Value (Likelihood X Impact)	Solutions	Time Frame	Responsibility
General Institutional Risks								
Marketing Events and Promotional Activities	Low Enrolment	Operational financial constraints	3	2	6	To revise strategies	Semester	VP-ASO, Head of Marketing
	Weak Promotional events	Insufficient mileage and poor brand building	3	2	6	To identify gaps and update marketing plans		
	Inadequate Market Intelligence	Issues in market expansion and segmentation	2	2	4	To identify gaps and update marketing plans		
	Inadequate information about competitor	Not assessing the competitor's strategies	3	2	6	Perform competitor analysis	Regular	

International Marketing Events and Activities	Inadequate planning and implementation	Improper coordination, planning and implementation of International Marketing Activities and Events leads to reduction of number of international students	3	3	9	Planning and Implementing the Marketing Events and Promotional Activities for all the International Areas of HUC	Regular	
Marketing Events and Promotional Activities								
Marketing Events	Improper planning of Marketing Events	Improper identification / planning of marketing events leads to brand	3	3	9	Design, Planning and Implementation of marketing activities as per the approved calendar	Regular	VP-ASO, Head of Marketing
Social Media	Improper planning of social media promotion	Not updating social media based on market trends	3	3	9	Identifying the opportunities to update social media content		
Other Online Events	Improper planning of Online vents and updates	Not properly planning the other online events like SEO and Institutional Ranking	2	3	6	Planning all the other online events like SEO and Institutional Ranking by analyzing the market analytics		

Counselling of Students during events	Improper counselling of students	Improper counselling of students discourages prospective students to join HUC	2	3	6	Professional Counselling students about HUC and its Programmes		
Marketing Budget	Improper utilization of marketing budget	Improper allocation, utilization and wastage of marketing budget	3	3	9	Proper planning and utilization of marketing budget as per the allocation		
Process / Method Related Risks								
Public Disclosure Material	Mistakes / errors or wrong information in Public Disclosure Material	Wrong information / data or mistakes in public disclosure material like	3	4	12	Obtaining approval of public disclosure of all HUC information related to the admission requirements, the program duration, fees, graduation completion requirement, etc. published in catalogues,	Regular	

						brochures and websites by President		
Coordination	Lack of Coordination with other departments	Lack of coordination with all the other departments of HUC, especially with CAO impacts the successful conduct of marketing events and activities	3	3	9	Communicating with all the departments of HUC and sharing the information about marketing events and promotional activities. Involving all the employees wherever required	Regular	VP-Academic Support Operations, Head of Marketing

Implementation of MoE Standards	Improper implementation of MoE Standards	Not implementing MoE standards in counselling of students leads to accreditation and licensing issues	3	4	12	Implementing the MoE standards perfectly	Regular	VP-ASO, Head of Marketing
Review of MCD and CAO Department Activities	Not achieving the goals of MCD and CAO	Not reviewing the activities of MCD and CAO leads to reduced network of HUC	3	4	12	Coordinating with MCD and CAO departments and reviewing their activities	Regular	VP-ASO, Head of Marketing
E-Marketing Plan	Improper implementation of E-Marketing Plan	Improper implementation of E-Marketing Strategies and Plan leads to reduction of HUC's brand image	3	3	9	Implementing E-Marketing Plan as per the policy of HUC	Regular	VP-ASO, Head of Marketing
Student Related Risks								
Scholarships (for MoU organizations)	Non-implementation of Scholarships for MoU organizations	Non-implementation of Scholarship for students from MoU organizations leads to student dissatisfaction and damages the reputation of HUC	3	4	12	Properly implementing the Scholarship Policy of HUC for MoU organizations	Regular	VP-ASO, Head of Marketing

Scholarships (for Need basis students)	Non-Implementation of Scholarships on need basis	Non-implementation of scholarships for students on financial need basis	3	3	9	Properly implementing the Scholarship Policy of HUC for financial need basis students	Regular	
Communication to Scholarship Students	Wrong or lack of communication	No or wrong communication to the scholarship students leads to students dissatisfaction	2	4	6	Communicating with students eligible for all kinds of scholarships and counselling them properly	Regular	
Counselling	Improper counselling service - Pre, During and Post Registration	Counselling the students improperly or inadequately or wrongly leads to confusion and students dissatisfaction	3	4	12	Proper counselling as per the policy of HUC	Regular	
Conduct of Placement Tests	Unfair conduct of Placement Tests at HUC	Improper and non-transparent way of conducting Placements Tests leads to students dissatisfaction	3	4	12	Conducting all types of Placement Tests in a fair and transparent manner	Regular	
Information about other MoE approved Placement Tests	Non-provision of information	Improper information or not providing information about other MoE approved Placement Tests conducted by HUC	3	4	12	Providing proper communication about all the Placement tests approved by MoE	Regular	VP-ASO, Head of Marketing

		leads to students dissatisfaction						
Information about Preparatory Courses	Non-Provision of information	Improper information or not providing information about Preparatory Courses conducted by HUC leads to students dissatisfaction	3	4	12	Providing proper information about Preparatory Courses to students	Regular	
Safety Related Risks								
Compliance to Safety during marketing events	Non-Implementation of Safety Standards	Non-Implementation of Safety Standards as per the policy of HUC in all marketing events and promotion activities leads to personal damage to humans and other resources	3	3	9	Implementation of Safety Standards as per the policy of HUC in all marketing events and promotion activities	Regular	VP-ASO, Head of Marketing

4.10 MEDIA AND COMMUNICATION RISKS

Operation	Risk	Brief Description	Likelihood	Impact	Evaluation of Initial Risk (Likelihood X Impact)	Solutions	Time Frame	Responsibility
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Employee Related Risks								
Day to Day operations	Data Related Risks	Violation HUC Integrity Policy	3	4	12	Adhering to the SCU policies, procedures, norms and guidelines	Continuous	VP-ASO, Head of Marketing
Equipment Related Risks <i>(If Applicable)</i>								
Maintenance	Poor maintenance	Improper maintenance of all types of equipment (Scanners, Printers etc.) related to design activities results delay in publication	3	3	9	Periodic Maintenance of equipment as per schedule	Periodic	VP-ASO, Head of Marketing

Process / Method Related Risks								
MCD Requisition Form	Not submitting the MCD Requisition Form	Non-Submission of MCD Requisition Form before the conduct of event	2	4	8	Not entertaining the events for which MCD Requisition Form is not submitted	Every Event	VP-ASO, Head of Marketing
	Submission of Wrong MCD Requisition Form	Submission of MCD Requisition Form with wrong data / content	3	4	12	Checking the content of the MCD Requisition Form along with event coordinator	Every Event	VP-ASO, Head of Marketing
SEO and SMO	Not making efforts to improve HUC visibility	Not completing timely activities to improve visibility of HUC through SEO and SMO	3	3	9	Keeping track of all social media postings of HUC Activities and events and Faculty Knowledge Updates	Every Event	VP-ASO, Head of Marketing

Online Chat	Not attending the Online Chat	Not replying to online chat and not maintaining the data related to Online Chat	3	3	9	Assigning one person to attend the online chat on a 24/7 basis. Maintaining all the details of online chat data	Every Event	VP-ASO, Head of Marketing
Content Related Risks								
Content Development	Improper / Incorrect Content	Development and posting of improper / incorrect content related to HUC in any public channel of communication	4	3	12	Following HUC guidelines on content development and Integrity Policy Obtaining approvals from authorized persons before uploading the content in any public channel	Every upload	VP-ASO, Head of Marketing

	Not tracking changing trends	Development of content without monitoring the number of hits, most read contents of the website, pages visited and type of enquiries coming, demographics, etc.	3	3	9	Content should be developed by tracking the changing trends. The procedure mentioned in the flow chart of Media Department Policy should be followed	Weekly	VP-ASO, Head of Marketing
	Incorrect Material / Public Disclosure	Development of incorrect material (flyers, pamphlets, brochures, catalogs, promotional material, greetings, invitations, billboards, emails and newspaper content.	4	4	16	Following HUC guidelines on content development Getting the proof reading done and obtaining approvals from authorized persons before publishing / printing the	Regular	VP-ASO, Head of Marketing

						content		
Plagiarism – Knowledge Updates	Plagiarized Content in Knowledge Updates	Not checking the knowledge updates written HUC employees for plagiarism	3	4	12	Checking the knowledge update content for plagiarism	Every upload	VP-ASO, Head of Marketing and Dean Research
Website and Portal Content	Not updating Website and Portal content	Providing outdated information / content in the Website and Portal	4	4	16	Periodic verification of content in the Website and Portal	Weekly	VP-ASO, Head of Marketing
Privacy / Confidentiality Related Risks								
Storage	Improper storage of published material (online / offline)	Improper storage leads to delay in retrieval whenever necessary.	3	3	9	Proper storage and coding of all material (CDs, Files, Hardcopies etc.)	Weekly	VP-ASO, Head of Marketing

Database	Improper maintenance of data	Improper maintenance of data related to Press, Press Meetings, Contact details leads to enormous delay	3	4	12	Proper maintenance of press related data (Soft and Hard copies) and coding them easy retrieval	Weekly	VP-ASO, Head of Marketing
Safety Related Risks								
Storage of confidential material	Improper storage of confidential / copy right material	Provides easy access to everyone and may result into data leakage to outsiders of HUC	3	3	9	Keeping the confidential material separately from routine material and providing safe locking systems (Online / Offline)	Weekly	VP-ASO, Head of Marketing
Any other risks related to your Department								
Representing HUC with a Positive Image in all online channels of communication	Uploading inappropriate news / content / postings in public channels	Posting any content / news about HUC which is derogatory an damaging the brand image of HUC	4	3	12	Adhering to HUC policies and obtaining approvals from authorized persons before uploading the	Every Posting	VP-ASO, Head of Marketing

						content		
Representing HUC with a Positive Image in all physical forms of communication	Printing any inappropriate news / content	Printing any content / news about HUC which is derogatory an damaging the brand image of HUC	4	3	12	Adhering to HUC policies and obtaining approvals from authorized persons before printing the material	Every Printing	VP-ASO, Head of Marketing

4.11 SPORTS RISKS

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame	Responsibility
1. SPORTS ACTIVITIES								
Games and Events	Any kind of injuries that may happen during physical activities. Ex. Bone Fracture, Joint Dislocation, Deep Cuts	Movement restriction Severe pain Refrain from physical activities	4	3	12	Provide First-Aid support to the student/player Call Ambulance if required	Daily	Head-Sports Sports Instructor Coaches
2. GYMNASIUM OPERATIONS								
2.1 Equipment Related Risks								
Equipment Usage	Breakdown / Failure of Equipment during usage	Physical injuries to the users (Students and Employees) due to the breakdown / failure of equipment	3	4	12	Preventive Maintenance Displaying the maintenance schedule of each equipment	Daily	Head-Sports Sports Instructor Coaches

		during the usage				Training the users how to react in event of such happenings		
Equipment Usage	Improper Usage of equipment due to lack of knowledge and training	Physical injuries to the users (Students and Employees)	3	4	12	Provide Instructions on how to use all types of equipment Provide Training to the users	Daily	Head – Sports Sports Instructor Coaches
2.2 Layout Related Risks								
Layout of Items	Improper Layout of Equipment	Accidents and Physical injuries to the users (Students and Employees) due to improper arrangement of equipment	3	3	9	Placement of equipment with sufficient space in between each one	Daily	Head – Sports Sports Instructor Coaches
2.3 Manpower Related								
Negligent Usage	Usage of gymnasium items negligently / with carelessness / without following the instructions	Accidents and Physical injuries to the users (Students and Employees)	3	3	9	Presence of atleast one Supervisor during the usage of items Taking disciplinary	Daily	Head – Sports Sports Instructor Coaches

						actions for negligence		
Dress Code	Using the gymnasium items without standard dress code	Physical injury due to non-adherence to the standard dress code of gymnasium	3	3	9	Strict adherence to standard dress code for using the equipment	Daily	Head – Sports Sports Instructor Coaches
2.4 Floor Related								
Floor Space	Slippery Floors	Physical injury to the users to the slippery nature of floors	3	4	12	Providing caution boards about wet and slippery floors	Daily	Head – Sports Sports Instructor Coaches
3. MEDICAL ROOM								
Man Power	Untrained Manpower	Damage to the injured person	2	3	6	Medically trained manpower should be provided	Daily	Head Sports
	Unavailability of Manpower	Unavailability of manpower causes delay in medical attention	2	3	6	Trained Manpower should be available in all the shifts of university	Daily	Head Sports

Medical Equipment	Unavailability of appropriate medical equipment	First-Aid cannot be provided in time.	3	4	12	Availability of appropriate Medical Equipment and First Aid Kit	Daily	Head Sports
Other Accessories	Unavailability of other accessories	First-Aid cannot be provided in time	3	4	12	All accessories like anti-septic lotions, soaps, wash basins, wash rooms, bed, wheel chair, refrigerator, tissue papers etc. should be always available	Daily	Head Sports
Medicines	Unavailability of First-Aid and emergency medicines	First-Aid cannot be provided in time	3	4	12	All types of medicines for first-aid and emergency medical conditions should be in stock and available	Daily	Head Sports
Hygiene	Improper maintenance of hygienic conditions and sterilization	Spreads infections	2	4	8	All areas of Medical Room should be maintained hygienically and medical equipment and accessories should be sterilized from time to time	Daily	Head Sports
Maintenance	Improper maintenance of equipment and	Emergency medical attention can't be provided	3	3	9	Appropriate maintenance should be done on a	Daily	Head Sports

	medicines					continuous basis. Medicines should be checked for their expiry dates		
4. HOSTEL								
4.1 Discipline Related Risks								
Discipline	Disciplinary and behavioral issues	Arguments/fights with students or staff	3	4	8	Monitoring	Daily	Head-Sports
Safety	Safety and security	-Mental strain -Physical injury	3	4	12	Ensure all safety measures	Daily	Head-Sports
Medical Records	Non-availability of medical records of hostel students	-Serious health issues -It can even be fatal	2	4	8	Obtain all necessary medical records / undertaking	Semester wise	Head-Sports
Hosteller's Data	Non-availability of personal information of parents / guardians	-Behavioral issues -Involvement in Anti-social activities	2	3	6	Obtain necessary personal information of the student, parent and guardian; if any	Semester wise	Head-Sports
5. RISK REGISTER								

Record of Risks	Improper maintenance	Results into non-identification of risk incidences	3	3	9	The Risk Register should be maintained by recording all incidences of risks	Daily	Head Sports
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TALENT EMPOWERMENT DEPARTMENT RISKS

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Risk response	Time frame	Responsibility
TED	Compensation and benefits	Administering Compensation & Benefits programs can give rise to a risk of lawsuits for errors and omissions. TED as an Administrator of these policies has a challenge due to not only a growing number of employee benefit programs, but increasingly complex ones as well. Such programs include, Salary Compensation, Overtime, health insurance; etc.	1	2	2	1. Communicate to Employees on their benefits & rights clearly & regularly. 2. Ensure Compliance to Law.	Immediate	TED In-Charge

2	Hiring	Negligent hiring and retention are at the top of the risk stack when it comes to curtailing effects on a company. People are sources of risk, and any time a company makes an improper hiring decision, the company potentially opens itself up to negative consequences. Apart from that Discriminatory practices, Gender Biased hiring etc. should be avoided.	3	3	9	<p>1. Critical Assessments at the time of hiring & reference checks.</p> <p>2. Fair Right to Employment</p>	Immediate	TED In-Charge
3	Occupational Health and Safety	Environmental Safety & Personal injury or death can impact an organization in huge way in terms of manpower and Finances. This area cannot be compromised on in any case.	1	3	3	<p>1. Safe Work Environment.</p> <p>2. Health & Safety related trainings on regular basis.</p> <p>3. Ensuring availability & easy access of safety resources in work area.</p>	Immediate	TED In-Charge
4	Employee supervision	Employee is representing the organization and any release of personal information, use of Social Media etc. by an individual in a wrongful	1	3	3	1. Employee Awareness & Orientation on their responsibilities & conduct.	Immediate	TED In-Charge

		manner affects Reputation of the organization in the community.				2. Training to employees on Social Media Usage & limitations.		
5	Employee conduct	Any misconduct by an employee has a reputational damage and could also negatively impact on recruitment, retention and engagement of other employees.	1	3	3	1. TED is an organization's guardian of values, it needs to build a culture where ethical behavior is encouraged. 2. Regular Communication on code of conduct and ethics. 3. Monitor Behavior & alert from potential incidents.	Immediate	TED In-Charge
6	Employee turnover	Whether someone leaves voluntarily or involuntarily, employee termination	2	2	4	1. Before an employee departs, remind the employee of their contractual obligations to the company and their ongoing implied duties of fidelity, and mutual trust and confidence.	Immediate	TED In-Charge

		Creating a successful employee termination process is important for the long term health of your company. It's also important for the legal security of both your organization and its current and former employees.				2. By tasking the employee with less commercially and time-sensitive duties, an employer can minimize the risk of an employee causing damage. It can also help to avoid the negative impact from underperforming or lack of motivation in the final weeks of employment.		
7	Critical skills shortage	Not having the right people in place with the skills you need to compete, innovate or grow can seriously hamper an organization's future.	1	1	1	1.look at workforce planning in terms of risk management 2. Translate that to the rest of the organization as it is responsibility of all to understand.		
8	Succession planning	Not having a future leadership plan in place can leave organizations at risk.	1	2	2	1.use internal audits and get it discussed on the UC Level	Immediate	TED In-Charge

9	Improper Insurance policy	Putting employees at risk of having to make huge pay-outs when insurance claims are rejected is a big turnoff for employees and might result in employee dissatisfaction & turnover.	1	3	3	<p>1. Clearly Communicate the Insurance policy to employees on regular basis & at the time of hiring.</p> <p>2. Insurers only demand data once a year, so keep it up to date more regularly in case anything changes.</p>	Immediate	TED In-Charge
10	Intellectual property loss or violation	Customer data is hugely sensitive and irreplaceable, organization deals with customer data, then losing it or having it defrauded by staff is something to be avoided at all costs	1	3	3	<p>1. Build a culture of Security, inform & train employees on code of conduct & data protection.</p> <p>2. Our screensavers in the office can have information about phishing and passwords. It's basic but gets people thinking about security."</p>	Immediate	TED In-Charge

12	Compliance regulation and	Breaking any regulation, non-compliance with the Act or laws can cost business in a huge way.	4	3	12	<p>1. Have a tie up with a Law Firm to ensure compliance. Be aware of any updated law & ensure its compliances.</p> <p>2. Frequent audit of all the policies to ensure compliance.</p>	Immediate	TED In-Charge
13	Institutional closure	Issues with employee displacement & payment of end term benefits	1	3	3	Timely information to employees for seeking alternate employment		

4.12 STUDENT SERVICES RISKS

Operation	Risk	Brief Description	Likelihood	Impact	Risk Value (Likelihood X Impact)	Control Measures	Time Frame	Responsibility
Employee related risks								
Employee absenteeism	Risk on process	The absence of an employee will cause the work process to be stopped, delayed & pending.	2	3	6	Proper hand-over of work process to other colleagues. Team fore-knowledge & involvement will help cover up absence.	Regular	Registrar
Lack of understanding of job description	Risk on product & process	Poor knowledge of the job can cause customer dissatisfaction, mistakes on the job & poor delivery of services.	1	3	3	Proper orientation of employee		
Poor team work	Risk on product & process	Employees not working as a team & cooperating with each other.	3	3	9	Effective communication amongst employees, team bonding & constant reminder of team goals.		
Student Related Risks / Student Service Related Risks								

Physical & emotional crisis	Risk on process	Emergency situations when a student has an accident or emotional breakdown.	4	2	8	Proper & timely crisis management in order to safe time spent on dealing with the crisis. Availability of first aid equipment & support.	Regular	Registrar
Policy related issues	Risk on product and process	Complaints about policies on discount, letters, payment, attestation/equivalency & placement results.	5	3	15	Early & proper orientation of policies, flexibility and case-to-case approval of issues.	Regular	
Communication barriers	Risk on process	Language barrier that causes delay in getting interpretation and proper understanding of a student's request	4	3	12	Patience in handling the case, proper listening and patience with students as they make their request	Regular	
Complaints from parent/guardian	Risk on process and product	Dissatisfaction of guardian/parent on students' performance, payment issues and policy related issues.	5	3	15	Routine feedbacks to parents/guardians keeping them informed about policies and ways we(SSD) can support them	Regular	

Equipment Related Risks

System & software malfunction	Risk on process	Systems down and not functioning. Software platform (ERP) hanging or not working.	5	3	15	Regular & timely maintenance of systems & update software	Regular	Registrar IT Team
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Process / Method Related Risks

Delays from other departments	Risk on process	During the processing of student requests, complaints & appeal, delay in process from other departments	5	3	15	Effective & routinely follow up on the process	Regular	Registrar HoDs of all Departments
Wrong information & poor communication	Risk on process and product	Student's requests are misinterpreted or error in documenting their request.	2	2	4	Proper documentation of requests	Regular	
Impromptu submissions (QA) or meeting/training	Risk on process	Unplanned and unscheduled meeting/training and submission when we have students to attend to or request pending.	4	3	12	In case of meetings/trainings, a representative of the team will attend.	Regular	

Data Related Risks							
Conflicting data on student details	Risk on process and product	Information on the system (ERP) are different from admin documented information and this affects students' requests and SSD report.	5	3	15	Proper update of information on both platforms & routine checks to verify from students	Registrar
Other Risks							
Stakeholders' attitude	Risk on people	Students and parents who lodge complaints in an abusive manner, and students who are rude & angry when they discuss their issues.	3	2	6	SSD team would calm them down and help address the issue.	Registrar

4.13 ADMINISTRATION RISKS

Operations	Risks	Brief description	Likelihood	Impact	Evaluation of Initial Risk	Control measures	Time frame	Responsibility
Student Record Keeping	Incomplete records	Noncompliance of Ministry regulations and penalties	3	3	9	Follow-ups to be done for completion of records and Non-progression of students unless all the admission documents are submitted	Semester	Registrar
	Loss or damage to records	Impacts students prospects in academic and employment careers	1	1	1	Fireproof cabinets, increase storage as per requirement, backup of soft copies stored in other locations	Yearly	
	Non-retrieval of past records with accuracy	Damages the stakeholders and loss of credibility to institution	1	1	1	Maintain proper records of each and every student since start of institution in soft copy or multiple hard copies	Semester	

4.14 LIBRARY RISKS

Operation	Risk	Brief Description	Likelihood	Impact	Risk Value (Likelihood X Impact)	Control Measures	Time Frame	Responsibility
Employee Related Risks								
Absence of Employees due to leave	Impacts the day-to-day operations	Uninformed leaves and Sick leaves may affect the operational activities.	1	5	5	One office boy should be trained with library activities to manage the situation.	Regular	HOL / TED
Completion of Tasks	Non-completion of tasks as per deadlines	Non-completion of tasks as per the deadlines delays the achievement of targets	1	3	3	Counselling, Training, SDP will improve the performance	Semester	HOL / TED
Library Policy Implementation	Not adhering to the policy of Library	Not adhering to Library policy of HUC by all the employees of library leads to confusion and employee dissatisfaction	1	2	2	Counselling, Training, SDP will improve the performance	Semester	HOL / TED
Team Work	Not working as a team	Misunderstanding and communication gap in the team impacts the work or process	1	1	1	Counselling, Training, will improve the performance	Regular	HOL / TED

Issue of Books	Issue of books by library staff without following the process	Issue of books by library staff without following the process causes loss to library and HUC	3	4	12	Issue of books by library staff by following the process of issue as mentioned in the Library Policy.	Regular	Head of Library and Team
Student Related Risks / Student Service Related Risks								
Ethical behaviour of students	Student Indiscipline and behavioural issues in Library	Unethical behaviour of students leads to indiscipline and disturbance in library	4	3	12	Counselling the students about their behaviour	Regular	Library Staff
Ethical browsing	Misuse of computers in library	Cultural issues	1	3	3	Firewall installed	Semester	IT Dept.
Books Maintenance	Books damaged by the students during their usage	Books damaged by the students during their usage reduces the number of books in library	3	5	15	Buying extra copies during the procurement and counselling the students Implementing fines as per policy	Semester	HOL / Library Staff
	Removal of pages from the books	Removal of some pages by the students from the books makes the book not useful	2	4	8	Buying extra copies during the procurement and counselling the students	Semester	HOL / Library Staff

	Lost or unreturned books	Students losing the books or not returning the books inspite of repeated notices reduces the library copies	3	5	15	Buying extra copies during the procurement and counselling the students	Semester	HOL / Library Staff
	Theft of books from library	Students taking the books without proper check out leads to reduction in number of titles	1	3	3	Properly monitor and maintain the anti-theft equipment	Regular	HOL / Library Staff
Equipment Related Risks								
Maintenance of Racks and Shelves	Improper maintenance of Racks and Shelves	Causes injuries to users and damages the reputation of HUC	1	2	2	Maintaining the racks and shelves and providing First Aid kit in library for treating minor injuries	Weekly	Head of Library and Maintenance Supervisor
Anti-theft system	Improper maintenance of Anti-theft system	Results in loss of books and other library resources	1	2	2	Proper maintenance of anti-theft system	Regular	Head of Library and Team
Printer / Quota System for printing	Technical problems in Printer	Technical problems related to printer results in delay of submission of documents	1	2	2	Maintenance of Printer as per the calendar. Extension of printing quota whenever required	Fortnightly	Head of Library / IT Team
Process / Method Related Risks								

Procurement of Books	Delay in procurement of books	Delay in procurement of books affects the academic planning and students learning and causes students dissatisfaction	3	4	12	Planning in advance and procuring in advance	2 Months before the start of the semester	Head of Library and Team
	Delay in books recommended by stakeholders	Delay in procurement of books recommended by Program Review Committee / Faculty Members disrupts the learning process	3	4	12	Procuring books as per the recommendations of PRC and Faculty Members	Need basis	Head of Library
Collection of Core Text Books by Students	Not focusing on collection of core text books	Library team not making efforts to encourage students to collect core text books affects the learning environment	3	4	12	Library team should make efforts to see that the students collect their core text book	Semester	Head of Library and Team
Web Links and WEBOPAC	Non-functioning of web links and WEBOPAC	Affects students learning and institutions image	5	2	10	Checking the system regularly and as per the AMC	Semester	Library Staff / IT Dept.
Weeding of Books	Delay in weeding of books	Space issues and increase in maintenance costs	1	2	2	Outdated editions will be replaced with new editions	Semester	Library Staff / Finance

Issue of Books by Vendor	Delay of delivery of books from the vendor side	Impacts the academic operations and results in students dissatisfaction	2	4	8	Place order as per the calendar deadlines and reduce the review and approval time. Coordinate with the vendor after placing the order	Semester	Library Staff
Approval / Review Process	Delay in approval / review process	Delay in approval / review process delays the early placement of order for the books.	1	3	3	Review and approval process can be reduced.	Regular	Library Staff
Learning Resources	Delay in updating the learning resources	Delay in updating the learning resources affects the learning process of stakeholders	2	3	6	Review and update the learning resources regularly	Regular	Head of Library
LRDC	Delay in conducting LRDC meetings	Delay in conducting LRDC meetings affects the developmental activities of library	2	4	8	Conducting the LRDC meetings as per the Library Calendar	Regular	Head of Library
New Clippings / Current Awareness	Delay in sending news clippings / current awareness	Delay in sending news clippings / current awareness affects the learning process of stakeholders	2	3	6	Sending the news clippings / current awareness on a daily basis	Daily	Head of Library and Team

Orientation	Delay in conducting orientation to students, faculty and other users	Delay in conducting orientation to students, faculty and other users creates confusion	2	4	8	Conducting orientation to students, faculty and other users as per the Library Calendar	Semester	Head of Library
Library Events	Delay in organizing the events to be conducted by library	Delay in organizing the events to be conducted by library affects the library operations	2	3	6	Conducting and organizing the events related to library	As per Calendar	Head of Library
Cataloging	Delay in cataloging or missing catalogs	Delay in cataloging or missing catalogs will affect the operations of library	2	4	8	Cataloging all the collections using DDC System	Regular	Head of Library and Team
Library Stock	Not updating the library stock	Not updating the library stock results in mismatch of library resources	3	3	9	Updating the stock of library resources regularly	Regular	Head of Library and Team
Data Related Risks								
Anti-Virus	Loss of data due to outdated anti-virus	Loss of data leads to repetition of work and affects the day-to-day operations of Library	1	1	1	Renewal of Anti-Virus software	Semester	Head of Library and Head of IT

Students' data in KOHA System	Non-appearance of user data	Inability of library staff due to the Non-appearance of New students' ID in KOHA system leads to difficulty in operations	1	5	5	DMS Files can be used as a backup. Integration of database	Semester	IT Team
Privacy / Confidentiality Related Risks								
Installation of RFID Tags	Removal of RFID tags by students	Students removing RFID tags causes problems in library operations	1	3	3	RFID tags fixed in a separate room than the counter	Need basis	Head of Library / Head - Maintenance
Safety Related Risks								
Furniture	Damaged Furniture / Old furniture	Continuation of damaged furniture in library causes injuries to users.	1	5	5	Replacement of damaged furniture with new ones. Monitoring the condition of furniture	Need basis	Library Staff / Maintenance Staff
	Makes sickness of the users	Some users are very sensitive to dust allergies.	1	1	1	Library staff can be monitored the cleanliness of the library racks and the inform maintenance department if required.	Regular	Library Staff / Maintenance

	Power Failure / short circuit due to rain etc.	Affects the entire learning process of the users	1	5	5	All leakages in in windows and other areas of library should be plugged. Monitoring the electrical installations regularly	Regular	Head of Library / Maintenance Department
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4.15 COMPUTING RISKS

Operation	Risk	Brief Description and Impact	Likelihood	Impact	Risk Value	Solutions	Time Frame	Responsibility
Employee Related Risks								
Mail IDs	Delay in creation of Mail IDs	Delay in creation of mail IDs, wrong mail IDs, Usage of HUC mail id for unauthorized purposes damages the reputation of HUC	3	3	9	Adhering to the email id policy of HUC. Monitoring by Head of the Department	Regular	IT Team
Employee Laptops & Desktops, Mobile Phones	Unauthorized usage	Unauthorized usage of laptops, desktops and mobile phones issued by HUC damages the reputation of HUC	3	4	12	Adhering to HUC policy on the usage of laptops, desktops and official mobile phones	Regular	IT Team
Websites	Accessing unauthorized websites	Trying to access the unauthorized, blocked or restricted websites as per UAE law by the employees through some means damages the reputation of	3	3	9	Adhering to HUC and UAE policy on accessing websites	Regular	IT Team

		HUC						
Training	Lack of training in operating IT related activities	Not providing training to the students & employees of HUC on different IT related software / activities results in wastage of time and wrong outcomes	2	4	4	Adhering to IT Training Calendar for students, newly joined and continuing employees	Regular	IT Team
Ethical Behaviour	Violation of norms on ethical behaviour	Violation of norms and guidelines on ethical behaviour by employees leads to damage of HUC's brand image	2	3	6	Adhering to HUC's policy on ethical behaviour and responsibilities	Regular	IT Team
Student Related Risks / Student Service Related Risks								
Mail IDs	Delay in creation of Students Mail IDs	Delay in creation of mail IDs, wrong mail IDs, Usage of HUC mail id for unauthorized purposes by the students damages the reputation of HUC	3	3	9	Adhering to the email id policy of HUC. Monitoring by Head of the Department	Regular	IT Team
Portal	Not updating portal	Delay in updating the student related information on HUC ERP and Portal causes students' dissatisfaction	3	3	9	Adhering to the checklists and updating relevant information to the students as per the calendar	Regular	IT Team

Usage of USB devices and Pen Drives	Unauthorized usage of USB devices / Pen Drives	Students gaining access to confidential information of HUC by accessing the systems through USB devices / Pen Drives results in leakage of vital data	3	4	12	Restricting access to students to use USB devices / Pen drives in systems / servers where confidential data is stored	Regular	IT Team
Maintenance of Computer Systems and other Hardware devices	Lack of regular maintenance	Lack of regular maintenance of all computer systems and hardware devices leads to delay in completion of tasks of HUC and causes disruption in its day-to-day academic and non-academic operations	3	4	12	Developing and adhering to the maintenance calendar of IT department	Regular	IT Team
Ethical Browsing	Violation of norms on ethical browsing	Violation of norms and guidelines on ethical browsing by students leads to damage of HUC's brand image	3	3	9	Adhering to HUC's policy on ethical browsing and safe usage of Internet	Regular	IT Team
Equipment Related Risks (If Applicable)								
Maintenance of Hardware								
Servers	Server Failure	Impacts the operation of HUC	3	2	6	D/R site - will up the server	Regular	IT Team
Network	Network Failure (Switch, Router & Firewall)	Impacts the operation of HUC	4	2	8	D/R site - will up the server	Regular	IT Team
Power Backup	Power Failure	Impacts the operation of HUC	3	1	3	UPS (Uninterrupted Power Supply)	Regular	IT Team

Internet equipment	Breakdown of Internet	Poor maintenance of equipment related to internet availability leads to interruption in the availability of internet causing problems in operations of HUC	2	4	8	Periodic maintenance of all the equipment related to the availability of internet as per calendar	Regular	IT Team
Computer Labs	Breakdown of systems in computer labs	Poor maintenance of computer systems in labs causes interruption to lab classes and leads to students dissatisfaction	2	4	8	Periodic maintenance of all systems, sockets, and connections in computer labs	Regular	IT Team
Printers / Photo Copying Machines	Breakdown of printers / photo copying machines	Breakdown of Printers, Photocopying machines in computer labs , faculty cabins and other important offices disrupts the functioning of HUC and causes delay in completing tasks	3	3	9	Periodic maintenance of printers and photocopying machines as per calendar and on priority basis	Regular	IT Team
AV Equipment and Smart Board functioning in Class Rooms and other areas	Malfunctioning of projectors in classrooms	Impacts teaching efficiency	4	2	8	Providing ordinary white boards in classrooms as back-up		IT Team

Telephone Connections / Walkie-Talkie Radios	Malfunctioning of Telephone connections and Walkie-Talkie Radios	Impacts the operations in HUC	2	4	8	Periodic maintenance of all telephone connections and Walkie-Talkie Radios	Regular	IT Team
RFID and Biometric Devices	Malfunctioning of RFID system and Biometric Machines	Impacts the operations of HUC	2	3	6	Periodic maintenance of all RFID and Biometric devices as per the Calendar	Regular	IT Team
CC TVs	Malfunctioning of CC TVs	Impacts the vigilance and security operations of HUC	2	4	8	Periodic maintenance of all CC TVs and replacement of older ones with new ones	Regular	IT Team
Process / Method Related Risks								
Updating Software	Usage of old / outdated software	Usage of Outdated software results into wrong outcomes	2	4	8	Periodically updating the software	Regular	IT Team
Renewing Licenses of services / AMCs	Usage of unlicensed / pirated software	Usage of unlicensed or expired databases / software and non-renewal of AMC leads to disruption of operations of HUC	2	3	6	Using only licensed software and renewing the AMCs for continued services	Regular	IT Team

Training (ERP, Portal, Mail, LMS, Turnitin)	Lack of training in operating IT related activities	Not providing training to the students & employees of HUC in using ERP, Portal, Office mail, LMS, Turnitin and usage of online databases results in wastage of time and wrong outcomes	2	3	6	Adhering to IT Training Calendar for students, newly joined and continuing employees	Regular	IT Team
LMS	Updating information in LMS	Delay or non-availability information in LMS for students and faculty leads to interruption in operations of HUC	2	4	8	Uploading all the information in Dashboard as per schedule	Regular	IT Team
CMS	Updating information in CMS	Delay in IT related uploading in CMS leads to delay in the preparation of all calendars	2	4	8	Uploading all the IT related information in CMS in time	Regular	IT Team
Portal	Updating information in Portal	Delay in uploading / wrong uploading of schedules of HUC in Portal leads to delay in all academic and non- academic activities of HUC	2	4	8	Uploading all the schedules in time	Regular	IT Team
ERP	Updating information in ERP	Delay in uploading / wrong uploading of schedules of HUC in ERP leads to delay in all academic and non- academic activities of HUC	2	4	8	Uploading all the information as per HUC calendar	Regular	IT Team

Email Account for Faculty and Students	Creation of Email Accounts	Delay in creating of HUC email accounts for Faculty and Students disrupts the operations	3	4	12	Creating correct email ids for faculty and students matching with their registered names	Regular	IT Team
Mobile App	Updating information in Mobile App	Delay in uploading information in mobile app / mismatching information between HUC web site and mobile app creates confusion	2	4	8	Matching the content between HUC web site and mobile app and uploading the information in time	Regular	IT Team
Disaster Recovery	Not keeping ready the Disaster Recovery Action Plan	Not keeping the Disaster Recovery Plan ready (Backup of data in case of any data loss)	3	4	12	Updating, Maintaining and Reviewing the DR plan regularly	Regular	IT Team
Email Formats (Signatures, Logos, Attachments)	Not maintaining standard email formats & signatures	Not maintaining uniform and standard email signatures, logos and signature attachments leads to confusion	2	3	6	Regularly updating the mail signatures of all employees of HUC and maintaining uniformity	Regular	IT Team
Net Extended Software	Not updating Net Extended Software and monitoring for its violation	Not monitoring and updating the Net Extended Software causes inconvenience to employees and leads to brand damage	2	3	6	Update and monitor the Net Extended Software regularly	Regular	IT Team

Disposal of E-Waste	Not having an appropriate plan of action for disposal of E-Waste	Absence of appropriate plan of action for disposal of E-Waste causes environmental damage and results into poor image for HUC	3	3	9	Adhering to the E-Waste disposal policy of HUC	Regular	IT Team
Energy Conservation	Not developing / implementing the plan for conserving electrical energy	Not developing or implementing the plan for conserving energy leads to wastage and damages environment	3	4	12	Adopting and adhering to the Energy Conservation Policy for IT of HUC	Regular	IT Team
Data Related Risks (If Applicable)								
Data Loss and Leakage	Data loss / Data corruption due to virus attack, hacking	Impacts the operation of the University college	3	4	12	Regular Data backup. Firewalls, access controls,	Regular	IT Team
Hacking	Data loss / leakage due to hacking of systems / servers	Hacking of computer systems / servers impacts the entire operations of HUC	2	4	8	Installation of Anti-Virus, Passwords and Firewalls and regular backup	Regular	IT Team
Privacy / Confidentiality Related Risks								
Confidential Information	Leakage of confidential information of HUC	Leakage of confidential information of HUC leads to disruption of operations of HUC and damages brand image	3	4	12	Installation of Anti-Virus, Passwords and Firewalls and regular backup	Regular	IT Team
Safety Related Risks								

Public Disclosure	Email Vulnerability - Hacking / SPAM	Brand image and Impacts operation of the University college	3	2	6	Regular backup of database, Updates of OS, Firewall Updates on regular basis	Regular	IT Team
Anti-Virus	Website Vulnerability / Hacking	Brand image and Impacts operation of the University college	4	3	12	Regular backup of database, Updates of OS, Firewall Updates on regular basis	Regular	IT Team
CC TV Monitoring	Disruption in Continuous monitoring of CC TV	Disruption to the continuous monitoring of CC TV leads to theft or untoward incidences.	3	4	12	Continuous monitoring of CC TV footages and maintaining the CC TVs for their functioning	Regular	IT Team
Personal Safety	Injuries to Students, Employees and all other stakeholders due to electrical / IT related issues	Injuries to stakeholders causes personal loss and damages the reputation of HUC	2	4	8	Installation of all computer systems, electric points and wiring as per HUC policy and general safety standards	Regular	IT Team & Maintenance Supervisor
Any other risks related to your Department (Please do <i>NOT</i> mention general risks like Fire, Electric Short-Circuit, Water, Maintenance etc.)								
Updating / Procuring Technological Resources	Retention of outdated technological resources	Retention of outdated / old technological resources impacts the operations of HUC and leads to dissatisfaction of stakeholders	3	4	12	Identification of outdated resources and replacing them with latest ones	Regular	IT Team
Availability of IT Consumables	Non-availability of IT consumables	Scarcity for IT consumables leads to disruption of operations of HUC	4	3	12	Need based replenishment of stock	Regular	IT Team

Ergonomics	Effect on Health	Physical damages, pain and posture related issues	5	2	10	Regular orientation and providing adequate facilities	Semester	IT Team
Electrical Safety of Systems and Electric plug points	Electric Shock, gas emissions	Causes physical harm, impacts health and safety	3	4	12	Signage to be displayed on high risk equipment, power units	Semester	IT Team