Model for Managing Risk, Control and Compliance

LINES OF DEFENSE

Board of Trustees / Audit and Finance Committee

UCAR President’s Council

Own & Manage Risks
1ST LINE OF DEFENSE
- Operational Line Management
- Operational Risk Management
- Management Controls
- Internal Control Measures
- Day-to-Day Monitoring

Common Risk Infrastructure
2ND LINE OF DEFENSE
- Oversight functions: HR, Finance, etc.
- Policies & Procedures
- Ethics
- Financial Controls
- Security and Safety
- Risk Management
- Compliance Functions
- Monitoring

Evaluates Governance, Risk and Compliance
3RD LINE OF DEFENSE
- Objective Assurance
- Internal Audit
- Independent Challenge & Monitoring

NSF Cognizant Auditing Agency

External Audit

Set organization objectives
Provide valuable information from specific audits
Organization structure to address various risk and control duties