OICR Molecular Oncology Core Research Resources Governance and Operations Management Plan

Molecular Oncology Core Research Resources – an Overview

The Core facilities comprising OICR's Molecular Oncology Core Research Resources (MOCRR) were established in 2004 with the vision of OICR becoming a world leader in clinical oncology molecular analyses. These resources offer a wide range of cutting-edge, comprehensive molecular oncology clinical and research services.

MOCRR's **mission** is to provide leading-edge, high-quality molecular oncology services that catalyze discovery and innovations, and facilitate translation of molecular oncology techniques and findings from the laboratory to real-world clinical application. By delivering expertise and novel services that are unique in Canada and globally, MOCRR supports both basic and clinical research, with the ultimate goal to enable improved health outcomes for all cancer patients.

MOCRR operates as part of the Ontario Institute for Cancer Research (OICR)'s Collaborative Research Resources (CRR). While the member Core facilities independently manage their scientific and strategic goals under the scientific advice of OICR's Adaptive Oncology Scientific Advisory Committee (AO SAC) and in some cases external scientific advisory boards, the member Core facilities operationally come together under the MOCRR operational governance and management structure.

Participating Cores under MOCRR include:

- **Ontario Tumour Bank:** Responsible for the collection, storage, and distribution of high quality samples and supporting clinical data from broadly consented participants with cancer in accordance with established ethical, privacy and operational guidelines.
- **Ontario Health Study:** Responsible for the collection, storage and distribution of population scale samples and long-term health data in compliance with privacy laws and data governance policies.
- **Diagnostic Development Program:** Responsible for the receipt of all tissue and biologics with accompanying ethics approvals, and for the subsequent analysis and processing for downstream teams. Enforces adherence to all required privacy and ethical standards.
- **Genomics Program:** Responsible for research use only (RUO) and clinical trial sequencing and bioinformatics analysis of genomic data, following the accreditation requirements of the certifications held by the program. Includes secure data storage and data return in accordance with legal and privacy requirements.

MOCRR Operations Governance

1. Governance Structure Overview

The MOCRR governance model is designed to ensure that the four Core facilities—Ontario Tumour Bank, Ontario Health Study, Diagnostic Development, and Genomics—operate cohesively and effectively to achieve the MOCRR mission. The governance structure is built around an Operations Advisory Committee (OAC), which provides operational oversight and guidance to support both basic and clinical research. The AO SAC provides scientific advice and guidance to AO and its respective teams. Each Core has a Director and Program Manager who direct the scientific and strategic priorities as well as day to day operational activities. MOCRR's OICR-approved Governance Structure is represented in Figure 1.
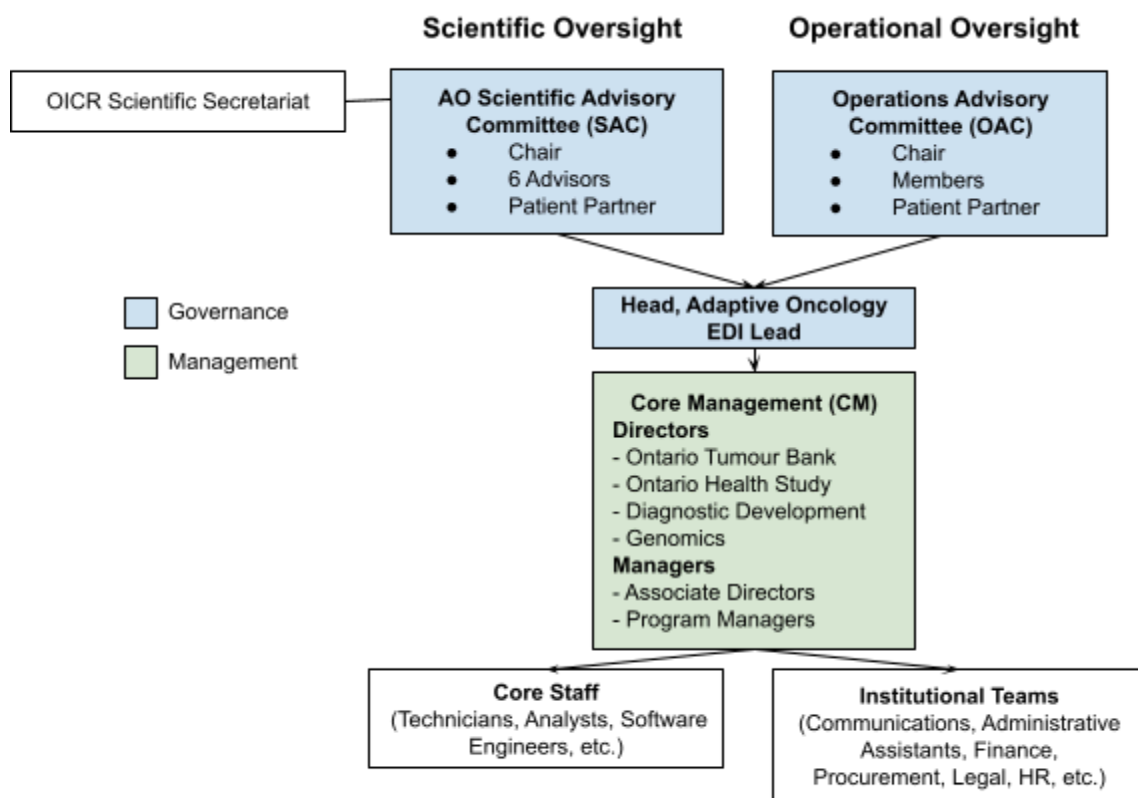

Figure 1. Governance and Management Structure of MOCRR

2. Operations Advisory Committee (OAC)

The Operations Advisory Committee (OAC) is responsible for providing operational oversight over all the MOCRR Cores. This governance structure is designed to strengthen the MOCRR by ensuring that operational decisions and their implementation by the MOCRR Cores harmonize and reflect the current and future needs of the oncology research and clinical community.

The OAC monitors the operational activities of MOCRR in accordance with the roles and responsibilities defined in the terms of reference, and is subject to endorsement by OICR and the AO program.

2.1 Membership and Roles

Membership of the OAC is formally appointed by the OICR Head of AO. Members can be removed by action of the Head of AO. The OAC will be composed of external experts in molecular oncology covering the MOCRR areas.

- **Chair:** Selected by the Head of AO. Chairs the OAC meetings, oversees minutes and provides OAC reports to the Head of AO who makes the final decisions on behalf of OICR.
- **Members:** Provide advice based on their expertise in tumour banks, population health studies, genomics, and molecular pathology.
- **Patient Partner:** Invited by the Head of AO to ensure the patient experience is addressed within the Cores' operations.

2.2 Responsibilities

The OAC's principal duties and responsibilities are as follows:

- **Operations Oversight:** The OAC will monitor and advise on the operational activities of all MOCRR Cores, providing oversight and advice regarding MOCRR's operations.
- **Policy Formulation:** The OAC is responsible for recommending policies relating to MOCRR's operational governance where necessary.
- **Financial Oversight:** The OAC will review MOCRR's revenues and expenses, and recommend actions that promote the fiscal health of the MOCRR Cores.
- **Compliance Monitoring:** The OAC will monitor MOCRR's operational performance and ensure MOCRR's compliance with requirements established by regulatory agencies and OICR.

The operational advice and guidance from the OAC is provided to the **Head of AO**, who shares this advice and guidance with Core Management who implements the advice or directives.

2.3 Decision-Making

- Decisions by the OAC require a majority vote, with the Chair holding a tie-breaking vote if necessary.

2.4 Reporting

- The OAC will hold annual reviews to assess the operational performance of each Core, ensuring that they meet the agreed-upon objectives and standards.
- The OAC will produce an annual report summarizing the OAC's opinion and recommendations with respect to operations, financial health, and compliance of the MOCRR Cores.
- The OAC will report to the Head of AO.

3. Connection to Core Management

The advice and guidance received from the OAC is shared with Core Management, who decide on implementation of the advice or directives.

3.1 Alignment with OAC Guidance

- The OAC's role is advisory. However, member Cores in principle are expected to follow the OAC's operational guidance unless there is a compelling rationale not to do so. In that regard, the Cores should provide a justification to the OAC when their decision is to choose another course of action.
- Alignment is critical to maintaining coherence across the MOCRR and ensuring that the collective goals are met.

3.2 Compliance

- MOCRR Cores will strive to adhere to the advice and guidance set forth by the OAC, as well as the broader policies of OICR, accreditation bodies and relevant regulatory agencies.

3.3 Accountability

- Non-compliance without justification and operational deficiencies will be addressed through a corrective action plan, overseen by the OAC.

4. Conclusion

The governance model of the MOCRR ensures that while each Core retains its scientific independence, their operational activities are strategically aligned to support the overall mission of advancing molecular oncology in basic research and clinical trials. Through the guidance and oversight of the OAC, the MOCRR is positioned to meet the evolving needs of the oncology community, maintain fiscal health, and comply with all accreditation and regulatory requirements.

MOCRR Management

1. Management Structure Overview

The role of management is to oversee and manage the day-to-day operations, activities, planning, and financial transactions of Cores under the Molecular Oncology Core Research Resources (MOCRR). MOCRR Governance and Management are distinct but closely linked bodies.

The MOCRR management model ensures the efficient operation of the four Core facilities —Ontario Tumour Bank, Ontario Health Study, Diagnostic Development, and Genomics —through a structured approach that integrates independent management of each Core with coordinated oversight and support from the Adaptive Oncology (AO) program. Where service flow between Cores is required of the project, significant inter-Core operations occur.

The AO program coordinates joint meetings with MOCRR Core Management once a month to review progress and address operational challenges; this meeting is chaired by the Director of AO and attended by the Head of AO, Core Directors, Associate Directors and Program Managers. In this meeting, advice and recommendations from the OAC and AO SAC are shared with the Core Management, who oversee their implementation. The Head of AO has the authority to provide final decisions on behalf of OICR.

The MOCRR Cores are supported extensively by Administrative teams provided by OICR. The Administrative teams include Executive or Administrative Assistants, a Communications team, and a Finance team as well as OICR's Human Resources, Facilities, Health & Safety, Procurement, Legal teams, Research Operations, IT, and Scientific Secretariat. MOCRR's Management model is represented in Figure 1.

2. Core Management (CM)

MOCRR will continue to follow a management strategy that has allowed it to grow continuously since the first Core was established in 2004 and to become one of the world's top molecular oncology research service facilities. MOCRR's Core Management (CM) is the key day-to-day operational management body.

2.1 Membership and Roles

Membership of CM comprises the Director of AO, the Directors and the Associate Directors and Program Managers from each MOCRR Core. The **Head of AO** interfaces with the OAC, communicating the OAC's and AO SAC's advice and recommendations to the CM. The CM oversees the day-to-day operations, planning, and financial controls of their respective Cores.

- **Director of AO:** Chairs the monthly CM meeting, and oversees the implementation of OAC governance recommendations.
- **Core Directors:** Make decisions on day-to-day operations within their respective Cores, ensuring alignment with the overall MOCRR strategy.

- **Core Associate Directors and Program Managers:** Bring forward fiscal, operational and strategic details to CM from day-to-day activities that are relevant for operational and strategic planning.

2.2 Responsibilities

The CM is responsible for providing day-to-day management of MOCRR and for interacting across the MOCRR Cores, AO, other research and administrative teams at OICR.

The CM's principal duties and responsibilities in MOCRR operations are as follows:

- **Leadership:** Contributing ideas and experiences to inform the strategic direction of MOCRR.
- **Operations Management:** Ensuring the effective operation of MOCRR as a service network by managing functions across the MOCRR – e.g., Core-to-Core collaborative strategies, operational planning and coordination, including technology development and standardization of activities.
- **Fiscal Management:** Coordinating across MOCRR where appropriate to achieve purchase power. Identification and joint pursuit of collaborative funding and research opportunities.
- **Client Management:** Contributing to the MOCRR brand by acting as spokespersons for MOCRR capabilities, expertise and services.
- Recommending new OAC members

2.3 Decision Making

2.3.1 Collective Core Decisions

The MOCRR through the CM must coordinate decisions when the impact of a decision impacts the collective.

- **Director of AO:** Holds the final decision-making authority on operational matters and decisions on the implementation of OAC operational governance recommendations.
- **Core Directors:** Make decisions on day-to-day operations within their respective Cores, ensuring alignment with the overall MOCRR strategy.

2.3.2 Independent Core Decisions

Due to the different technologies, expertise and services offered by each MOCRR Core, each Core is managed independently by its respective Director, Associate Directors, Program Managers and Core Staff. Maintaining independent management over its scientific operations, allows each Core flexibility for innovation within the scope of their research and clinical activities. Cores are expected to collaborate on operational matters under the CM, coordinating resources and expertise to enhance overall MOCRR efficiency, productivity and impact.

- **Core Directors:** Retain responsibility for their staff, their budget, meeting their service and/or technology development objectives, reporting and overseeing their day-to-day Core operations, and resolving any specific personnel, client or project concerns. Seek to sustain competitive advantage through maximizing available resources, encouraging staff commitment and strategically aligning Core activities with OICR/MOCRR goals and objectives.
- **Core Associate Directors and Program Managers:** Manage the day-to-day operations of their Cores from client management, services development and project quotation, development and management of data agreements and ethics approvals, resource management including procurement and allocation, quality assurance of all services, data transfer and storage, and project closure, among other tasks relevant to their Core. They ensure the Core operates efficiently, meets its objectives, and complies with the policies set by OICR and implements where appropriate the guidance recommendations of the OAC and AO SAC.
- **Core Staff:** Handles specific operational tasks, such as sample management, data analysis, or sequencing operations, depending on the Core's focus. Staff collaborate with other Cores when service flow-through requires inter-Core operations.

2.4 Reporting

- The CM holds monthly joint meetings to review progress, address operational challenges, and ensure alignment with MOCRR's strategic goals.
- Agendas are distributed to all participants prior to each meeting and detailed minutes of the meetings are kept and distributed to meeting participants, as well as being made available to funding stakeholders.

3. Management Support Infrastructure

Management of MOCRR receives extensive support from OICR. This includes but is not limited to administration, legal and financial support, communications and procurement support as well as human resources and IT services.

3.1 Institutional Supports

All MOCRR activities are assisted by OICR's Administrative, Corporate and IT Teams.

- **Administrative Assistants:** Assist Core Directors and their staff with administrative tasks, scheduling, and communications. The Administrative Assistants are responsible for scheduling meetings and travel arrangements for Core staff, for the organization of MOCRR workshops, seminars and open house events, assisting with arrangements for MOCRR visitors, and assisting with document preparation including grant proposals, papers and reports. The Administrative Assistant also facilitates interactions between Cores and other OICR teams, and assists with statistical data collection on MOCRR's KPIs.

- **Communications Team:** Manage internal and external OICR communications, ensuring that MOCRR's activities are effectively communicated to stakeholders. The Communications Team is responsible for managing MOCRR communications, and providing communication products for advertising and outreach. The Communications Team works closely with each Core's Program Manager to coordinate the design and content of each Core's web page.

- **Finance Team:** Oversees financial controls, budgeting, and financial reporting, working closely with the Director of AO and Core Directors to ensure financial stability and compliance. The Finance Team oversees the preparation of budgets for funding proposals, preparation and submission of financial reports to funders, overseeing the distribution and use of funds to/by the Cores, liaising with the OICR Executive for integrating Core finances with those across the organization.

- **Procurement Team:** Oversees all purchases to ensure compliance with OICR's broader public sector obligations and financial audit requirements. The Procurement Team is responsible for purchasing all technology platforms and laboratory supplies as well as reconciliation of documentation for financial records related to these purchases at OICR. Volume-based discounts from vendors are coordinated by MOCRR Core Program Managers in collaboration with the Procurement Team.

- **Human Resources Team:** Oversees the recruitment, hiring, equitable compensation, career matrices, professional development, performance management and other human resource processes for personnel, working closely with the Core Directors to ensure Core's are well staffed and managed following fair and equitable practices. The Human Resources Team is responsible for recruitment, onboarding, training, and managing employee benefits. They collaborate with Core Directors to support staff growth and performance, while promoting a positive work environment across MOCRR consistent with OICR workplace policies.

- **Facilities Team:** Ensures that MOCRR's physical spaces provide a safe and efficient work environment for MOCRR staff to be able to conduct their research activities. The Facilities Team oversees the upkeep, safety, and functionality of MOCRR's laboratory and office spaces in conjunction with Core staff. They coordinate with the Health and Safety Team, Core Directors and team members to address any infrastructure or equipment needs, ensuring a seamless, compliant research environment.

- **Health & Safety Team:** Oversees health and safety protocols, ensuring a safe working environment for all MOCRR staff and compliance with OICR and regulatory safety standards. The Health & Safety Team develops and enforces OICR's health and safety guidelines, conducts regular safety inspections, and provides training to MOCRR staff on proper laboratory safety procedures. They work closely with the Facilities Team and Core Directors to ensure that all safety protocols are followed and that any incidents are reported and addressed promptly.

- **Legal Team:** Provides legal advice and support to ensure MOCRR's activities are compliant with applicable laws, regulations, and organizational policies. The Legal Team advises on contract development and negotiations, intellectual property, data sharing agreements, and any legal matters related to MOCRR's research and operations. They work closely with the Core Directors to protect the best interests of MOCRR.

- **IT:** Manages and provides the compute infrastructure for both the administrative and research aspects of MOCRR operations. The IT Team provides MOCRR with a high-performance computing environment that facilitates data analysis, modeling, storage, and transfer whilst ensuring the protection of sensitive information from unauthorized access. The IT Team also manages the individual hardware and software of MOCRR staff used for day-to-day activities.

- **Scientific Secretariat:** Provides administrative and scientific support to AOand its Core programs, coordinating and overseeing AO's scientific funding requests, AO SAC meetings, and reporting, working closely with the Head and Associate Director of AO. The Scientific Secretariat Team is responsible for organizing scientific advisory meetings, preparing minutes, and coordinating progress reports for MOCRR's projects. They work closely with Core Directors, the Director of AO, and the OICR Executive to ensure that scientific goals are tracked, documented, and communicated effectively to stakeholders. Additionally, they support the preparation of scientific manuscripts, presentations, and grant submissions.

- **Research Operations:** All research being undertaken at OICR that involves the use of human participants, human data, and/or human samples requires Research Ethics Board (REB) approval. The Senior Sponsored Awards and Research Compliance Officer (SARCO) in Research Operations tracks REB approvals and renewals and sends out renewal reminders to the responsible teams. When questions arise regarding REB requirements, the SARCO liaises with the University of Toronto for guidance.

4. Connection with Governance

The Head of AO shares the advice and guidance received from the OAC with Core Management, who decides on implementation of the advice or directives.

- **Role of OAC:** The OAC advises on operational issues.
- **Role of AO SAC:** The AO SAC advises on scientific strategy.
- **Role of Core Management**: The Core Management implements the OAC's and AO SAC's advice in day-to-day operations where appropriate.

4.1 Alignment with Governance Bodies

- The OAC's and AO SAC's role is advisory. However, Cores in principle are expected to follow their guidance unless there is a compelling rationale not to do so. In that regard, the Cores should provide a justification to the OAC or AO SAC for their decision to choose another course of action.

- Alignment with the governing bodies is critical to maintaining coherence across the MOCRR and ensuring that the collective goals are met.

4.2 Compliance

- MOCRR Cores will strive to adhere to the advice and guidance set forth by the OAC and AO SAC, as well as the broader policies of OICR and relevant regulatory bodies.

4.3 Accountability

Non-compliance without justification and operational deficiencies will be addressed through a corrective action plan, overseen by the relevant advisory committee.

- **Core Directors:** Accountable for the performance and compliance of their respective Cores.
- **Director of AO:** Ensures that all Cores operate in harmony with the strategic objectives of MOCRR and OICR.

5. Conclusion

The MOCRR Management model balances independent Core management with coordinated oversight and support from OICR and the AO program. By integrating clear decision-making authority, regular communication through joint meetings, and comprehensive institutional support, the model ensures that MOCRR operates efficiently and effectively, fulfilling its mission of advancing molecular oncology research and clinical trials.

MOCRR Core Facility Operations

1. Access to MOCRR Services

Most prospective users engage with MOCRR either through the OICR Collaborative Research Resources (CRR) page (oicr.on.ca/research/collaborative-research-resources/) or through the respective MOCRR Core websites. Each Core website provides details on the Core's expertise, sample collection or technology platforms and service offerings, as well as contact information on how to access the services. The access requirements vary according to each Core, but all require Research Ethics Board (REB) approval when projects involve human data and/or samples.

Contacts are followed up by respective MOCRR Core Program Managers who work with the potential user to determine the best services needed to support the proposed project, and who will coordinate services with other MOCRR Cores when required. The Program Manager will generate a fee-for-service quote for user approval. Activities undertaken by MOCRR and its respective Cores are in compliance with the Tri-Council guidelines on Responsible Conduct of Research, utilizing OICR's procedures for data/material transfer and ethics approval.

Cost estimates and Statements of Work (SOW) are prepared by MOCRR and approved by customers for all requested services. Once project documentation has been approved, services can be initiated by the MOCRR Core. Users are invoiced upon completion of the specified work. See Figure 2 for an illustration of the MOCRR workflow.
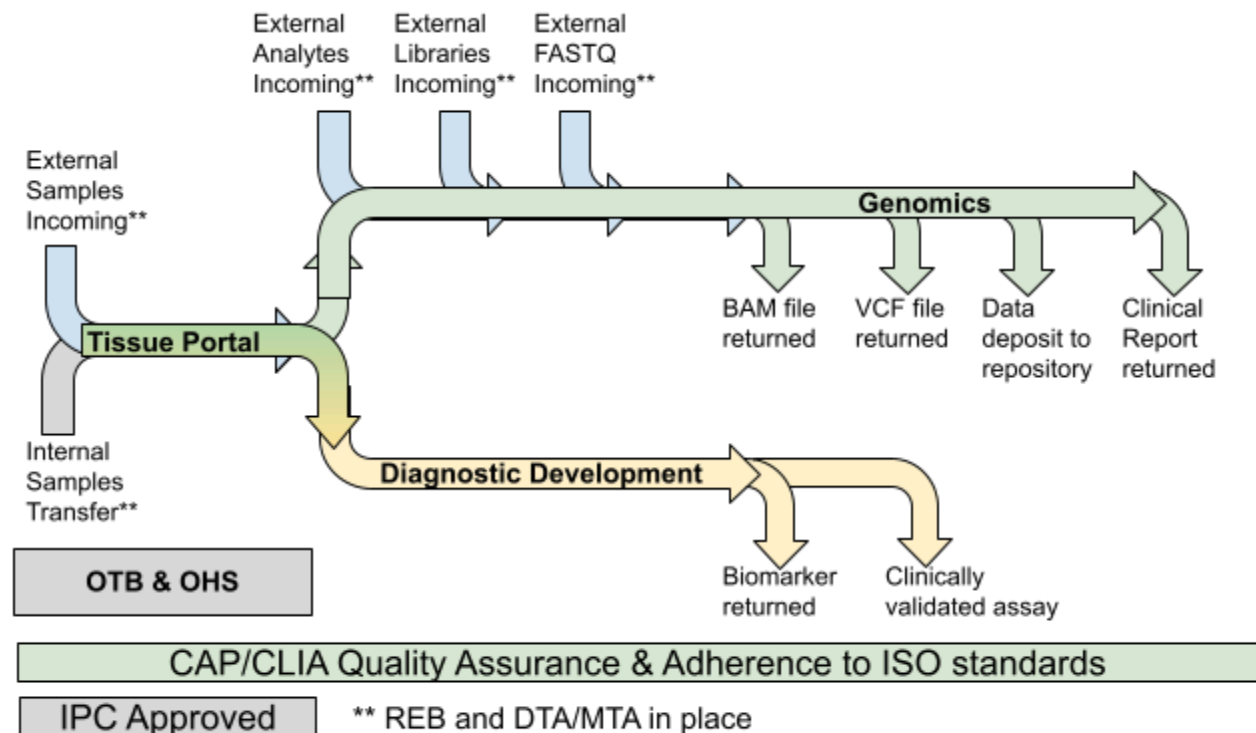

Figure 2. Workflow of MOCRR

2. MOCRR's Fee-for-Service Model

MOCRR's pricing model is based on a cost recovery model with different pricing levels for researchers in academia and the private sector:

- Where the users are researchers from the academic sector, pricing is based on the variable costs of providing the service (e.g., consumables, equipment maintenance fees)
- Where the users are researchers from the private sector, full cost recovery is required, and the pricing will be based on both the variable costs as described above, and other direct costs such as overhead, amortization expense related to equipment costs, etc.

Prices are set using the above criteria as guidelines, where variations in prices may be due to the type of relationship between the user and MOCRR Core (e.g., collaborative or fee-for-service) and the level of interaction required (e.g., with or without post-data generation analysis).

3. Data Management and Standardization

Core operations and data management are facilitated by different information management systems depending on the Core: Ontario Tumour Bank (OTB) manages its data holdings through a Biobank Information Management System (BIMS); Ontario Health Study (OHS) manages its data holdings through an open-source Laboratory Information Management System (LIMS) customized to OHS needs as well as a secure web-based information management system developed in-house that allows for data collection, processing, storage, reporting and distribution; and Genomics and Diagnostics Development manage their data holdings through MISO, another open-source LIMS. The LIMS is a web-enabled information management system that permits seamless internal data exchange and sample tracking, billing, data dissemination as well as management of technical standard operating procedures (SOPs). All MOCRR staff have been trained on their respective management systems as relevant to their role. Both the BIMS and LIMS are updated regularly, and are continually improved to meet emerging Core service needs.

The OTB Core facility is an authorized Prescribed Person Core facility under the Personal Health Information Protection Act, and receives audit reviews from the Information Privacy Commissioner of Ontario. As such, the OTB has stringent standard operating procedures (SOPs) that support its rights and obligations under the Act to collect, use, and disclose PHI for the purposes of compiling and maintaining a registry for the storage of donated tissues.

The Genomics and Diagnostic Development Core facilities offer CAP/ACD-accredited, CLIA-certified, ISO 15189-compliant services for clinical reporting and research needs. As such, Genomics and Diagnostic Development also retain stringent SOPs to support their quality assurance and clinical accreditations.

4. Maintenance and Repairs

Routine and scheduled maintenance on Core technology platforms and laboratory equipment is overseen by the Program Managers for instrumentation in their respective Cores. When required, instruments under warranty undergo immediate repairs; repairs on instruments not

under warranty are quoted before being serviced. Since MOCRR's ability to meet the service needs of its users and research partners in a timely manner is dependent on functional infrastructure, OICR has invested in some degree of redundancy for critical infrastructure within the MOCRR.

The MOCRR has also built up Core service capabilities with collaborations across the province, and continues to seek strategic partnerships that expand and reinforce its Core service capabilities. This allows the MOCRR to continue operations and minimize the impact of gaps in capacity.

- The Ontario Joint Genomics Program (OJGP) is a planned community of like-minded genome centres serving oncology research and clinical needs across Ontario using centralized services to share capacity and knowledge to deliver standardized, high-quality, accredited assays.
- The Genomics Program has agreements with the Princess Margaret Genome Centre (PMGC) to share sequencing capacity in the event of unexpected sequencing downtime.
- The Ontario Tumour Bank is forming a network of 'Ontario Biobanks' to expand its capacity to supply tumour samples for larger research requests as well as share skills and knowledge with other provincial cancer biobanks.
- The Ontario Health Study has built redundancy through its participation in CanPath, the Canadian Partnership for Tomorrow's Health: the largest health research platform in Canadian history.

As the MOCRR instrumentation nears the end of its useful life, and repairs become more frequent and/or cost prohibitive, the Core Management will determine whether to replace or upgrade the instrument. If it is deemed that the instrument is no longer fit for repair, the instrument will be repurposed for other uses or disposed of in accordance with OICR policy. If replacement instrumentation is required, the Core Management submits an application for infrastructure funding to either CFI or OICR depending on the timing and scale of the need.

5. Human Resources

By deliberate design, within any MOCRR Core, most tasks can be performed by multiple staff within that Core. This allows for Core personnel to cover for each other during leaves, illness and unforeseen absences thereby ensuring continuity in services. It also allows for more efficient staffing if there is an increased demand for a specific service. Having more than one highly qualified personnel (HQP) trained for each task also addresses the need for succession planning for MOCRR personnel.

MOCRR positions are classified according to OICR career matrices, with position descriptions and qualifications posted publicly. OICR is committed to fostering a climate of equity, diversity, inclusion, and accessibility, and welcomes all applicants. OICR encourages applications from racialized persons, Indigenous Peoples, women, persons with disabilities, LGBTQ2S persons, and others who may contribute to furthering a diversity of ideas within the OICR community. OICR is committed to fair assessment of a candidate's abilities, and consideration for diversity

of thought, method, and experience. Providing an accessible workplace and recruitment process is important to OICR, as described in OICR's [Accessibility Plan](#).

OICR's HR team provides support in the MOCRR recruitment and hiring process, with MOCRR Core teams making decisions on new hires for their respective teams. Salary levels and benefits are determined by OICR's HR team in collaboration with the Core Lead; if the need arises, HR also supports disciplinary and termination procedures.

6. Financial Controls

As part of OICR, MOCRR finances are monitored at several levels in accordance with broad public sector requirements. Day-to-day budgetary decisions and service-based fiscal responsibility/control is managed by each Core's Program Manager. Purchase authorization and spending approvals follow OICR's financial process controls and are subject to approvals (e.g. Core Director, Head of AO, OICR Executive) as per OICR policy. MOCRR expenditure reporting is overseen by OICR's Senior Director, Research Operations. Identified variances require descriptions of contributing events and a mitigation plan to return to fiscal plan. OICR, as MOCRR's host institution, develops policies and provides oversight of compliance with funders' regulations. The MOCRR Operations Advisory Committee (OAC) provides additional oversight on compliance with these financial policies and guidance to enhance MOCRR fiscal health.

7. Environment, Health and Safety

OICR and its programs, including the MOCRRs, have policies and processes in place to ensure personal and environmental safety in accordance with legislation and Tri-Council agency obligations. All MOCRR personnel and laboratories must meet rigorous safety standards enforced by OICR's Senior Manager of Health, Safety and Wellness.

All new MOCRR personnel receive Core-specific safety training as part of their OICR orientation. Workplace Hazardous Materials Information System (WHMIS) training is required for all staff at OICR. Adequate safety apparel must be worn in the laboratory at all times, including any required personal protective equipment (PPE). All laboratory personnel receive training in emergency procedures.

MOCRR laboratories must actively maintain their Biosafety and Biosecurity licenses, and are subject to routine and thorough safety inspections. All hazardous material must be handled and disposed of properly and documented. Non-compliance is not tolerated.

8. Succession Planning

Where short-term absences of key personnel occur, a designate assumes the responsibilities of the departing individual.

For long-term stability, each MOCRR Core actively identifies key staff or highly capable personnel who could potentially move into more senior positions. In this manner, succession planning for Core team members is conducted on a continuous basis.

Succession planning for the Core Directors is carried out by OICR's Executive and facilitated by HR, who manage the process to identify and/or recruit a highly qualified individual to ensure effective leadership of the MOCRR Core facility.

9. Risk Management

OICR has a robust and thorough risk management process, which includes risk management of the MOCRR Cores. Risk is an inevitable component of managing MOCRR, dealing with reputation, instrument reliability and technical performance, project management, quality assurance, regulatory compliance, health and safety, data security, privacy, human resources, financial management, cost control, and continuity of external funding.

Among the current risk factors that MOCRR manages and their mitigations are:
- Competition from other technology Cores at academic institutions
  - Work with competitors, extending MOCRR protocols and services to other locations (e.g., OJGP, Ontario Biobanks)
  - Maintain leading edge vantage point, by providing the best services
- Disruptive technologies and services
  - Innovate and develop new services in collaboration with vendors
  - Stay abreast of cyber security vulnerabilities and take swift corrective actions
- Catastrophic instrument failures
  - Maintain instrument maintenance contracts, trading in equipment ahead of end-of-life
  - Ensure staff is trained to recognize instrument problems ahead of failure
- Impact of climate change
  - Monitoring and controlling laboratory microclimate (e.g.establishing temperature and humidity metrics, monitoring performance of sensitive equipment)
  - Develop a heat stress policy and training for staff
  - Business continuity and disaster recovery policy has put in plan an Emergency Response Team and procedures to manage business interruptions resulting from natural disasters
- Sustainability
  - Provide training opportunities, competitive compensation packages, and mentorship to retain talent
- Expand our funding sources through corporate and private donors, strategic partnerships with vendors, other funding opportunities and an expanded client base to mitigate against loss of funding for infrastructure

10. Revision History

Version	Date	Revisions Made
Version 1.0	September 30, 2024	Document created by Michelle Brazas.
Version 1.1	January 22, 2025	Updated role titles. Corrected AOTB name.