

Risk 8: Process and Control Compliance



Risk Definition

There is a risk that established processes and controls may be circumvented.

Process and control compliance is an important cornerstone of sound, accountable management. DFAIT must continue to ensure that established processes are reasonable (that the organization is not over - or under - controlled) to enable effective service delivery and the organization is in compliance with established guidelines.

This risk has the potential to impact DFAIT achieving its strategic outcome of *Corporate and Executive Services Support*.

Sources of Risk

Complex Business and Cultural Conditions

Given DFAIT's mandate, a culture of "the ends justify the means" exists in some areas, as there is a desire to get work done with a high level of quality, in a timely fashion. Some staff feel it is necessary to bypass certain controls in order to deliver in a timely fashion. This situation is further compounded by the fact that DFAIT is increasingly working in a time-sensitive business environment where fast responses are necessary. For example, during the workshops, participants noted that some HR systems and processes in place are seen as ineffective (e.g. categories of classifications) and may be circumvented to effectively recruit and retain talent.

There is also a challenge in balancing the existing policy culture with the need for service and program delivery in some parts of the Department. This increases the potential for unintentional circumvention of established controls and processes. Also, key controls and processes disappear with rotations and other organizational changes.

Control Environment Increasing Demands on Staff

A major driver of this risk is the volume of controls, processes, and policies in place. There is a perception that the Departmental culture is one of over-control where the costs of control are not always consistent with benefits of the control, or that some