Potential Impacts

If this risk were to materialize, it could result in a loss of corporate knowledge, time, and money already invested in the training and development of employees who then leave the Department.

To compensate for decreased capacity within the HR Branch, downloading of corporate functions to managers would increase. These managers, unfamiliar with the downloaded functions may make mistakes when performing these new functions and may further compound turnover and recruiting challenges.

In understaffed areas, there will be delays in processing times. The Department may also miss important economic or relationship development opportunities because of insufficient levels of staff available to utilize these opportunities.

An opportunity to grow or retain talented LES would be lost. Growing feelings of frustration and deterioration of employee relations may lead LES in some locations to unionize or may lead to increased litigation.

Decreased morale may result in circumvention of controls or misuse of assets (e.g. passport controls, control of secure documents), as such, this risk compounds Risk 8: Process and Control Compliance and Risk 1: Financial Management. The adequacy or accuracy of information provided to the government, minister or deputy minister may be compromised if sufficient attention can not be given to a request.

Diminished ability to conduct long-term planning and focus on long-term objectives due to focus on daily or crisis management requirements will result in decreased performance of the Department.