- Assistance and feedback is required from internal service providers such as HR, Finance, and IT for the establishment of new positions.

Due to structural issues associated with interdependencies, there appears to be an internal trend towards autonomy or bypassing local missions. Stated simply, people find ways to work around dependencies, while they should not because these processes are there for a reason.

There is a lack of service level agreements and expectations are not clearly defined across the Department.

This risk is compounded by Risk 5: Staff Capacity, and Risk 4: Resource Alignment.

Organizational Dispersion

DFAIT is highly dispersed – there are over 200 missions or points of service around the world. This multitude of locations and points of service increases the complexity of internal coordination.

The dispersion of communications resources across the Department weakens the ability to provide cohesive messaging. Cohesive internal communications are a requirement for proper internal coordination.

Current Risk Mitigation

- A tracking system to monitor costs and transfers for cost recovery is in place.
- SMC meets regularly with partners in various forums and has integrated approval systems for most of the costing process to reduce delays and ensure decision makers are aware of concurrent initiatives.
- Internal service standards are being developed.

Potential Impacts

If this risk were to materialize, it could result in ineffectiveness as well as a deterioration of timeliness, adequacy, or accuracy of information provided to Parliament, Central Agencies, the Minister, or Deputy Minister.

Recovery of costs from partners becomes more difficult due to missed deadlines and inefficiencies.