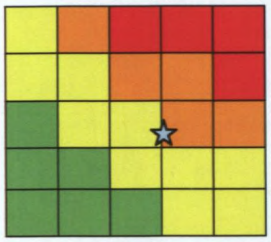
Risk 13: Internal Cohesion



Risk Definition

There is a risk that internal stakeholders will not respond in an adequate and timely manner to requests needed to meet objectives.

To effectively manage DFAIT's international interests and to meet its core mandate and priorities it is necessary for internal groups of the Department to function efficiently and act in a coordinated manner. It is also necessary for the functional areas and the geographic branches to coordinate their efforts and directions.

This risk has the potential to obstruct the organization from achieving its strategic outcomes of *Government of Canada is Served Abroad*, and *Corporate and Executive Services*.

Sources of Risk

Structural Management Issues

The lack of an integrated planning process, and the resulting tendency towards independent planning, exposes the Department to the development of priorities that may not be internally congruent.

DFAIT is not maximizing the potential of tracking mechanisms and reporting systems for internal communications, particularly for Executive Services such as ATIP and correspondence.

Some examples of the intra-Departmental dependencies, which, if not successfully met are direct sources of this risk:

- Executive Services relies upon internal stakeholders to provide them with information to support Cabinet and Ministerial Affairs. Due to the nature of the requests, the services must be provided within tight deadlines.
- There is a dependency upon HR to obtain staff on a timely basis (IT, Communications, Audit).
- The process for cost recovery is dependent upon internal stakeholders for timely feedback such as the confirmation of costing and billing for common services.