

Risk 9: Program Delivery / Transformation



Risk Definition

There is a risk that DFAIT may not successfully integrate a program delivery orientation into the Department's culture and processes.

While TBS and the Centre embrace the ideals of modern comptrollership and results- and outcomes-driven management, DFAIT is facing the challenge of balancing the existing policy culture with the need for a service delivery orientation in the Department.

This risk has the potential to impact DFAIT's ability to achieve all of its strategic outcomes.

Sources of Risk

Misalignment Between Required and Current Competencies

Historically a policy shop, DFAIT has not sufficiently developed the competencies it needs to be able to articulate its mission and mandate in the terms that TBS, the Centre, and other key stakeholders are looking for. As an example, there are instances where the Centre requires an explanation of historic decisions, and these must be articulated in a way that is understood and accepted by the Centre.

The recruitment methods used to hire the current DFAIT staff were not aimed at service delivery or program delivery management. Insufficient tools and training are available to develop current staff towards this goal (e.g. finance skills, Grants and Contributions (G&C) management). Further, the Department has not assigned a specific senior manager to lead and manage the transformation towards a program delivery orientation.

Lack of an Integrated Approach

Another major driver of this risk is the lack of integration between all of the systems required to support program delivery. There have been instances of one-off strategies being implemented to support one program rather than a corporate-wide strategy being undertaken to develop enterprise systems to meet multiple program delivery requirements. In some cases,