4 RISK RESPONSE AND MITIGATIONS

The following risk responses and mitigations were identified by workshop participants. They are intended to provide managers with a list of actions that can be considered to future reduce DFAIT's exposure to the top risks.

Risk Name & Event *"There is a risk that…"*	**Risk Mitigations**
Risk 3: Business Continuity The department's key operations may not recover from an emergency event in an adequate or timely manner.	• Investigate leveraging existing government resources to develop robust business continuity plans (PWGSC). • Develop a regime to test business continuity plans. • Identify the key operations in order to ensure that critical areas are identified to better triage response to a disaster or event. • Put into place appropriate back-up mechanisms such as: off-site servers and capability to work remotely • Consider whether key corporate roles (e.g. Departmental Security Officer, CFO) should be non-rotational
Risk 4: Resource Alignment Resources may be misaligned with DFAIT priorities and activities.	• Conduct multi-year business planning (continuous transition planning, integrated business planning). • Develop a better understanding of how business plans feed and link to the resource allocation process. • Develop an annual, comprehensive process to ensure that resources are realigned to new priorities to move away from current point-in-time, single realignment activities. • Evaluate priorities and develop mechanisms to rank and fill the gaps in allocating resources towards priorities. Review budgeting process to ensure that it considers priorities. • Develop more regular reporting and monitoring to identify when branches are under/over on their budget by 10%. This will ensure that at mid-year, SMC has a clear picture of gaps and support mid-year adjustments. • Consider replication of RGM structure implemented in Geographics to other areas of the organization. • Develop business cases that articulate outcomes and measures to support resource allocation to increase accountability. • Separate cash management from budget management. • Enhance timeliness of communications (including communication of positions affected each year, in order to prepare/respond) • Improve alignment between planning, MAF, HR exercises
Risk 5: Staff Capacity The department may not be able to acquire and retain adequate levels of staff and management to deliver departmental activity.	• Encourage more pool recruitment. • Identify and address bottlenecks in the promotion process to remove some of the incentives to exit the department. • Allocate more resources to HR. • Develop a long-range forecast/HR action plan to determine the level to which DFAIT needs to ramp-up.