

RISK REGISTER 4

**DISRUPTION TO SERVICES/PROJECTS AND/OR
PARTNERSHIP WORKING RESULTING FROM LOSS OF A
KEY STAFF MEMBER**

2022-23

RISK REGISTER 3

DISRUPTION TO SERVICES/PROJECTS AND/OR

PARTNERSHIP WORKING RESULTING FROM LOSS OF A

KEY STAFF MEMBER

2022-23

The causes can include:

Retirement, resignation or death in service of key staff member(s).

Inadequate succession planning.

Over-reliance on individuals.

Associated knock on impacts resulting from transition arrangements with staff acting up and possible failure of backfill solutions.

DISRUPTION TO
SERVICES/PROJECTS
AND/OR PARTNERSHIP
WORKING RESULTING
FROM LOSS OF A KEY
STAFF MEMBER

- Projects delayed due to loss of continuity
- Corporate knowledge gaps
- Disruption / loss of established relationships and contacts

LINKS TO OTHER RISKS

The loss of a key staff member can add risk in other areas also:

- + Ethics and integrity
- + Fraud/bribery/corruption
- + IT security risks
- + Health and Safety and Compliance
- + Research governance

ACTION TO MINIMISE RISK

1. IDENTIFY KEY STAFF MEMBERS

- + Identification of key staff members as priority using criteria such as knowledge, experience, specialist skills
- + Assess critical areas where knowledge and experience is held by one person
- + Identify other individuals who could share this knowledge and develop this experience using the key staff member as mentor.

ACTION TO MINIMISE RISK

2. IMPROVE STAFF DATA

An action to reduce the gap between the information we have about our employees, and the information we need

- + Improve use of Breathe HR as a central system
- + Documentation of key processes and file management within activity areas
- + Identify employees we may be at risk of losing through retirement, and initiate succession planning
- + Breaking down silos; and ensure successful working within and between teams

ACTION TO MINIMISE RISK

3. REVIEW TERMINATION NOTICE PERIODS

- + Once key staff members are identified
- + Dialogue and communication with the employee
- + Consultation on extension to notice periods

ACTION TO MINIMISE RISK

4. INVEST IN STAFF

DEVELOPMENT

- + It is more efficient to develop our talent internally, and aligns with our strategic commitment to staff
- + Line managers to identify employees with development aspirations, aligned to the organisation
- + Consider cross organisation moves, as well as promotion and recruitment of new talent as a critical part of the process

An aerial photograph of a beach. The top half of the image shows clear, turquoise water with some darker patches of seaweed or rocks. The bottom half shows a sandy beach with white, foamy waves washing onto the shore. The overall scene is bright and scenic.

UHI | SHETLAND

THANKS