

# **RISK REGISTER 4**

**DISRUPTION TO SERVICES/PROJECTS AND/OR**

**PARTNERSHIP WORKING RESULTING FROM LOSS OF A**

**KEY STAFF MEMBER**

2022-23

RISK REGISTER 4

DISRUPTION TO SERVICES/PROJECTS AND/OR

PARTNERSHIP WORKING RESULTING FROM LOSS OF A

KEY STAFF MEMBER OR KEY FUNCTION

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 /  
FUNCTION

- 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 or function 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 / ISOLATED

### FUNCTIONS

- + Identification of key staff members or key functions as priority using criteria such as knowledge, experience, specialist skills
- + Assess critical areas where knowledge and experience is held by one person or assigned to one role
- + Identify other individuals or roles that 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



RESIDUAL RISK PRE-ACTION: 12

RESIDUAL RISK POST-ACTION: 9

Key

<b>RISK MAP (for Gross risk &amp; residual risk)</b>		<b>TIMESCALE 3 YEARS</b>				
<b>IMPACT</b>						
5 - Catastrophic	5	10	15	20	25	
4 - Major	4	8	12	16	20	
3 - Significant	3	6	9	12	15	
2 - Minor	2	4	6	8	10	
1 - Insignificant	1	2	3	4	5	
	1 - Very Rare	2 - Unlikely	3 - Possible	4 - Likely	5 - Almost Certain	
	<b>LIKELIHOOD</b>					

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 middle section features white, foamy waves washing onto a sandy beach. The bottom half is a close-up of the light-colored sand, showing some small dark spots and footprints.

**UHI | SHETLAND**

**THANKS**