



RISK ANALYSIS WORKSHEET

Unit/Division/Institute Name: University Library

WORKSHEET 7

Inherent Risk:
High
Assessed Risk:
Moderate

Risk description: Skills and knowledge profile of staff.

Risk category: Personnel

Related objective: Human resources management.
Staff development.

Possible causes/risk factors:

- Loss of key staff through retirements/resignations
- Current competencies do not reflect University direction/needs
- Loss of morale.
- Specialist (eg IT) knowledge in limited number of staff.
- Lack of documented procedures.
- Limited succession training.
- Short term loss through sickness, maternity leave, etc.
- Organisational learning provision not aligned with organisational needs.
- Competition in market for staff.
- Professional training courses do not reflect market.

Possible effects:

- Degradation of services.
- Diminished skills base.
- Limited knowledge and skills base concentrates work and opportunity with small number of staff.
- Increased sick and stress leave for staff.
- Reduction in ability to provide adequate training.
- Loss of historical knowledge.
- Increased reliance upon inexperienced and casual staff.

INHERENT RISK SCORE (assuming no controls)	Consequence C	Likelihood L	Total* C+L	Total Score:
Revenue, cost or liability	2	3	5	2 – 5 = Low 6 = Moderate 7 = High 8 – 10 = High+
People	3	4	7	
Reputation and Political	3	3	6	
Project performance				

*when scored on more than 1 row, select the highest total as the score

Current controls/mitigating factors:

- In-house team update and training sessions
- Succession planning with ATN libraries.
- Availability of mentoring scheme.
- Study leave.
- Inclusion of Organisational Learning element in Strategic Plan.
- Shared staff development program with other SA universities.

ASSESSED RISK SCORE (considering controls)	Consequence C	Likelihood L	Total* C+L	<u>Total Score:</u>
Revenue, cost or liability	2	3	5	2 – 5 = Low 6 = Moderate 7 = High 8 – 10 = High+
People	3	3	6	
Reputation and Political	3	3	6	
Project performance				
*when scored on more than 1 row, select the highest total as the score				

Date: May 2006