

**CITY OF HAMILTON
AUDIT SERVICES REPORT 2018-01
HAMILTON FIRE DEPARTMENT RISK ASSESSMENT**

LIST OF IDENTIFIED RISKS

| No. | Risk Category | Risk Statement | Heat Map Label |
|------------|--------------------------------------|---|-----------------------|
| 1 | Workforce Planning & Staffing | The Fire Department's staffing levels (non-union management and unionized front line staff) may be too lean. | Staffing |
| 2 | Recruitment & Retention | The Fire Department may face challenges in their ability to fill positions in a timely manner. | Recruitment |
| 3 | Unsustainable Costs | The Fire Department may face budgetary pressures to be able to fund unexpected or rising financial obligations and maintain current service levels. | Costs |
| 4 | Employee Skills & Aptitude | Fire Department employees may lack the skills or experience to be successful in their roles. | Skills |
| 5 | Emerging Technology | The Fire Department may be unable to utilize technology to make processes more efficient or effective. | Technology |
| 6 | Legislative Changes | The Fire Department may not have the capacity to react to regulatory changes made by third parties with jurisdiction over the Fire Department. | Legislation |
| 7 | Critical Infrastructure Disruption | The Fire Department may experience loss of functionality of critical systems. | Disruption |
| 8 | Employee Safety | Fire Department employees may experience physical or mental injury on the job. | Safety |
| 9 | Service Overlaps | Shared resource constraints between the Fire Department, Paramedic Service and Police Service may not be addressed. | Overlaps |
| 10 | Change Management | Employees may not have the desire to support or participate in change and improvement initiatives. | Change |
| 11 | Preparedness for Certain Emergencies | The Fire Department may face challenges responding to different types of emergency situations. | Preparedness |

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| 12 | Availability & Reliability of Information | Fire Department employees may not have the information necessary to perform their duties. | Information |
| 13 | Asset Security | Fire Department assets may be damaged, lost or stolen. | Security |
| 14 | Resource Deployment | The Fire Department may not have the necessary resources to affect the convergence of an effective fire and rescue force. | Deployment |
| 15 | Strategic Planning & Performance | The Fire Department may not anticipate future needs and proactively prepare for change. | Strat Plan |
| 16 | Team Atmosphere | Given the composite nature of the Fire Department, there may be challenges on different cultural attitudes. | Team |
| 17 | Stakeholder Awareness & Public Perception | There may be a difference in understanding between the services and level of service provided and the minds of Council and the Public. | Awareness |
| 18 | Inventory Controls | The Fire Department may have too much or too little inventory or supplies on hand. | Inventory |
| 19 | Community Response | The Fire Department may face challenges communicating with citizens. | Community |
| 20 | Third Party Vendors | The Fire Department may be unable to procure necessary goods and services. | Vendors |
| 21 | Labour Relations & Disruption | The Fire Department may not resolve labour relations issues in a timely manner. | LR |
| 22 | Environmental Damage | Through Fire Department activities, there is a potential to impact the environment. | Environment |