

# Leveraging a Departmental TRA For Better Services

Every department in the Government has their own unique mandate and objectives and each can be summarized into a single all-encompassing statement; to deliver beneficial products or services while protecting the private information of the customers they serve. Faced with this statement, how would you effectively analyze products and services and, use the outcome of the analysis as the basis for establishing or improving departmental performance metrics? The answer is a structured department level Threat and Risk Assessment (TRA), steeped in analytics, that delivers actionable findings and conclusions.

For a department, a TRA that will provide the most consistent results with actionable data should be based on the ISO 31000 framework for conducting enterprise wide risk management. ISO 31000 should be selected for several reasons; the framework can be applied to any organization regardless of type or size and can also to be tailored to integrate financial, operational, social and external risks into the assessment. It provides a structured approach for risks, threat, and vulnerability identification – risk assessments - with a corresponding framework for actionable risk treatments. Therefore, tailoring the ISO 31000 framework to a department requirements can include:

- Assessment of the department's online material from the perspective of the customer
- Assessment of department's processes, procedures, and policies
- Assessment of interdepartmental communication and information sharing
- Assessment of surveys, reports, and other unstructured data; and
- Assessment of service standards

Using a tailored ISO 31000 framework the risk management practitioner will select the most appropriate tools and methods to conduct the risk identification process. This may include interviews with personnel, and subject matter experts, qualitative and quantitative data analysis, process auditing and modelling, research into external risks and the application of predictive analytics. All this work is for establishing a well-defined and classified identification of present and unforeseen future events, threats, risks, and vulnerabilities that affect the delivery of the department's products or services. However, in order, for the TRA to deliver actionable findings and results, the risk management practitioner needs to go beyond the identification of risks and needs to establish risk treatment plans from evidence-based data analysis to help the department deliver better products and/or services.

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Therefore, using the TRA results, the risk management practitioner along with senior management can establish business planning and business case priorities by balancing loss exposure and opportunity impact in an orderly and systemic manner. This can be accomplished through the application of the “Deming Wheel”: Plan, Do, Check, Act (PDCA) as the basis for a continual improvement process that establishes:

- Detailed, data driven and prioritized risk avoidance and reduction plan budgets
- Detailed business case plans and budgets for evidence-based opportunities
- Opportunities for measuring the impact of internal processes and how to improve their effectiveness
- The true impact of the delivered products or services and the real services level that have been established and how those services are being used by customers; and
- A dashboard with KPIs for senior management to use on a continual basis for monitoring threats, risks, vulnerabilities, opportunities, and outcomes

Traditionally, TRAs have been used to identify threats, risks and vulnerabilities through interviews and surveys. Using a structured approach that incorporates both data analysis and predictive analytics the department and senior management are empowered with more than just the identification of risks, they become empowered leaders with key data metrics and tools to affect systemic change while delivering better products and services.

**Meet our Subject Matter Expert – Alan McCafferty:**

Alan is a highly skilled and successful Strategic Consultant with more than 20 years of progressive experience working at senior levels in both start-ups and multi-national organizations. Alan was educated in Canada, the USA and Europe and is the founder of The Strategic Consulting Group. A sought after strategic thinker and business strategists, he designs pragmatic and successful strategies for his clients to overcome incomprehensible challenges on public and private sector projects. As a lead consultant for the military on a broad range of international projects, each exceeding \$1B, his work was to predict and forecast operational strategies and the tactics to support those strategies 20 years into the future. Alan is a trusted advisor and BoD member for several healthcare, technology, manufacturing organizations.

**If you are interested in learning more about  
Leveraging a Departmental TRA For Better Services  
please email Heather Buchan at [hbuchan@therightdoor.ca](mailto:hbuchan@therightdoor.ca).**



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100 Gloucester Street, Suite 401, Ottawa, ON K2P 0A4 T 613.627.2158  
M 613.447.5505 [hbuchan@therightdoor.ca](mailto:hbuchan@therightdoor.ca) [www.therightdoor.ca](http://www.therightdoor.ca)