
**Report on Community Living BC Financial Systems –
Risk & Controls Review**

Ministry of Children and Family Development

Distribution

Executive Summary

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Full Report

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Date of fieldwork completion: June 2005

Table of Contents
Section

Page No.

Glossary..... i

Report Summary 1

Schedule A – Review Scope and Objectives..... 3

Schedule B – Risk and Controls Matrix Approach 4

Schedule C – Risk and Controls Matrix 5

Schedule D – Enterprise-wide Risk Management – Risk Tables..... 24



Glossary

CAS	Corporate Accounting System
CGI	Corporate Generic Interface
CHIPS	Corporate Human Resources Information and Payroll System
CIO	Chief Information Officer
CLBC	Community Living British Columbia
EFT	Electronic Funds Transfer
ESS	Employee Self Serve
FTE	full-time equivalent
HR Tech	Human Resource Technician
IAAS	Internal Audit & Advisory Services
ISB	Information Systems Branch
MARS	Management Analysis and Reporting System
MOU	Memorandum of Understanding
PSA	Public Service Agency
RAPS	Resource and Payment System
SLA	Service Level Agreement
the ministry or MCFD	Ministry of Children and Family Development
TOL	Time OnLine
TSS	Telus Enterprise Solutions

Report Summary

Background

The Government of British Columbia, through the introduction of the *Community Living Authority Act*, established a Provincial Authority Community Living British Columbia (CLBC) that will be responsible for the planning and delivery of community living services throughout the province. Devolution to the new authority occurred on July 1, 2005.

As part of the devolution, existing government and Ministry of Children and Family Development (the ministry or MCFD) financial, human resource/payroll and client service/contract systems were established for use by CLBC staff. CLBC and ministry staff implemented project management methodologies to make all necessary arrangements for the July 1st devolution, and senior project management staff requested Internal Audit & Advisory Services (IAAS) provide an independent assessment of the processes to establish CLBC's financial systems.

We have completed our review of the processes to establish the financial systems for CLBC. The purpose of this review was to ensure that the identified risks with respect to establishing the CLBC systems have been mitigated. Specifically the review covered the following systems:

- Corporate Accounting System (CAS);
- Corporate Human Resource Information and Payroll System (CHIPS);
- Ministry – Resource and Payment System (RAPS); and
- Ministry – Management Analysis and Reporting System (MARS).

This was a high level review that focussed on specific project management processes for the establishment of financial systems. We did not test the systems to ensure they operate as intended (i.e., Chart of Accounts and payment processing) nor did we test the data conversion to ensure the integrity of the data captured in these systems. However, we confirmed the activities to mitigate the systems project risks and we confirmed the test plans to ensure the inclusion of key tests.

Conclusions

We conclude that the strategies or controls generally address the project risks associated with the set up of the above noted financial systems for CLBC. From our assessment, we found no high risks.

For the initial transition to the Authority, we noted the ministry has adopted a "no-risk" approach. This includes having ministry staff continue to enter financial transactions into CAS until October 2005 and having RAPS payments processed by the ministry and charged to CLBC until October 2005. Plans are in place to convert the RAPS system for CLBC. Included in the plans is testing to ensure payments will be correctly processed.

Further, we noted CHIPS transactions will be entered by CLBC staff, who have received appropriate training. At the time of our review, we determined that a new CLBC financial data mart is being set up in MARS and CLBC staff will have access to the Community Living Services data mart.

Lastly, the existing CHIPS-CAS and RAPS-CAS interface design will be implemented for CLBC. We confirmed that the CAS-CHIPS interface was successfully tested and that plans are in place to test the RAPS-CAS interface in September 2005.

Further details on the review scope and objectives are outlined within Schedule A. Schedules B and C provide details on the review work performed.

We would like to thank the staff from Ministry of Children and Family Development and CLBC for their co-operation and assistance throughout this review.

John Shenton
Director, Operations
Internal Audit & Advisory Services

Schedule A – Review Scope and Objectives

The risk and controls review was performed within the context of the Core Policy and Procedures Manual, Chapter 13, 'Financial Systems and Controls'. Specific guidance for the review were obtained from the Canadian Institute of Chartered Accountants – Information Technology Control Guidelines, and Information Systems Audit and Control Association – Control Objectives for Information and Related Technology.

The review scope and objectives focussed on the project management processes to ensure the following:

- RAPS – the CLBC RAPS implementation operates as required and that CLBC staff are trained in the use of RAPS and receive help if they need it.
- MARS – the CLBC MARS data mart implementation operates as required and that CLBC staff are trained in the use of MARS and receive help if they need it.
- CAS – Oracle Financials – the CLBC CAS implementation operates as required and that CLBC staff are trained in the use of CAS and receive help if they need it.
- CHIPS – the CLBC CHIPS implementation operates as required and that CLBC staff are trained in the use of CHIPS and receive help if they need it.
- Interfaces between the financial systems - the interfaces implemented between the financial systems operates as required and that CLBC staff are trained in reviewing and reconciling the relevant reports and receive help if they need it.

The scope of the review included selected tests of key controls, as considered necessary.

Schedule B – Risk and Controls Matrix Approach

The risk and controls matrix in Schedule C was developed in conjunction with Ministry of Children and Family Development and CLBC staff. IAAS facilitated a risk identification and ranking session in April 2005. Subsequent to that session, the controls or planned controls to mitigate each risk were identified. Once this was completed, IAAS verified the adequacy of these controls and assessed the residual risk.

The Likelihood and Consequence columns use rankings consistent with the government Enterprise Wide Risk Management Methodology, developed by the Risk Management Branch, Ministry of Finance. The table is attached as Schedule D.

Schedule C – Risk and Controls Matrix

BUSINESS PROCESS:		Community Living British Columbia (CLBC) Financial Systems Conversion Risk and Control			Ministry of Children and Family Development			
Control Objective		Risk Description/ Control Requirement	L.	C.	L x C	Controls/Planned Controls	Res	Assessment/ Recommendations
Corporate Accounting System (CAS) – To ensure that the CLBC CAS implementation operates as required and that CLBC staff are trained in the use of CAS and receive help if they need it.		CLBC cannot access CAS because it is not set up correctly.	E	4	L	<ul style="list-style-type: none"> The CLBC implementation is being managed through CAS' Project Delivery Office, with a dedicated Project Manager, Lead Business Analyst and support from other analysts and support individuals in CAS. The quality of the deliverables and approach is being managed and validated as the project progresses. Business experts are involved in the requirements gathering, documentation and system configuration. CAS has experience in setting up multiple sets of books for other organizations. There are extensive controls, checklists and procedures in place to ensure the setup will be correct. A testing phase is also scheduled to ensure correct setup. 	L	Control is adequate. We confirmed that CLBC staff could access the CLBC CAS implementation and that there were no issues with its operation.

Control Objective represents a standard and comes from standard control practices, knowledge of the program and internal control theory. **L** is the likelihood of the risk occurring (RMB rating scale A-E). **C** - is the consequence (or impact) should the risk event actually occur (RMB ranking score 1-5). **LXC** is the potential risk. **RT** is management's assessment of their risk tolerance. **Controls/Planned Controls** are what will actually be implemented. **Res** - is the residual risk after the control is implemented. **Assessment/Recommendation** - is the IAAS assessment of the control.

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		Risk					
Control Objective	Risk Description/ Control Requirement	L.	C.	L x C	Controls/Planned Controls	Res	Assessment/ Recommendations
	CLBC chart of accounts is not accessed and displayed by CAS.	E	4	L	<ul style="list-style-type: none"> The Chart of Accounts is a core module in CAS Oracle Financials. Once the user can access Oracle Financials, they will be able to access the Chart of Accounts (if they have the proper assigned responsibility). 	L	Control is adequate. We confirmed that the Chart of Accounts for CLBC was being set up in CAS by MCFD staff.
	CLBC chart of accounts do not meet their reporting/monitoring needs.	C	2	M	<ul style="list-style-type: none"> CLBC is responsible for defining and creating their Chart of Accounts in Oracle. CAS will provide a conversion of the STOBs, and will assist CLBC with the chart setup. If the Chart of Accounts does not meet reporting/monitoring needs, CLBC has full control over all chart segments (exc STOBs), so the appropriate changes can be made quickly. 	L	Control is adequate. We confirmed that the Chart of Accounts for CLBC was being set up in CAS by MCFD staff.
	CLBC cannot update their Chart of Accounts.	E	4	L	<ul style="list-style-type: none"> Specific users will be given the responsibility to update and maintain the CLBC Chart of Accounts in Oracle Financials. 	L	Control is adequate. We confirmed that the Chart of Accounts for CLBC was being set up in CAS by MCFD staff.

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	CLBC cannot process payments or deposits.	E	4	L	<ul style="list-style-type: none"> The core AP/PO/GL modules in Oracle Financials will be accessible on July 4, 2005, for processing payments. A new cheque flash for CLBC has been developed. A separate bank account for CLBC has been established. An Electronic Funds Transfer (EFT) account at CIBC will be created to clear EFT transactions for CLBC. 	L	Control is adequate. We confirmed that the payment process for CLBC has been tested.
	CLBC payments or deposits are recorded against the ministry accounts.	E	2	L	<ul style="list-style-type: none"> CLBC is being established in a separate set of books from BCGOV, including a separate GL. So long as users log into the CLBC domain, all transactions will be recorded under the CLBC organization in a separate set of books. 	L	Control is adequate. We confirmed that transaction recording was tested and further confirmed that the CLBC/MCFD transactions will be closely monitored by Community Living Services Finance Organization.
	CLBC payments (deposits) are made from (to) the government general account and not the CLBC bank account.	E	2	L	<ul style="list-style-type: none"> A new cheque flash for CLBC has been created. This defines the bank account number for the CLBC operational account. So long as users log into the correct responsibility for CLBC, all payments will be made to the CLBC bank account. 	L	Control is adequate. We confirmed that a separate cheque flash (cheque information printed by CAS) for CLBC has been prepared and has been accepted by CLBC's bank.

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	CAS implementation for CLBC does not use the same control features as for ministry implementations.	E	2	L	<ul style="list-style-type: none"> CAS is using the same approach for the CLBC implementation as a ministry implementation. The same control features will be in place for CLBC as exist in the ministry. The same security procedures and controls will be used for CLBC as exist for BCGOV. 	L	Control is adequate. We confirmed that the control features in CAS were tested as part of the CLBC implementation.
	CLBC staff are not trained in the use of CAS.	D	3	M	<ul style="list-style-type: none"> If required, CAS offers training, either by regular scheduled general training, or using custom fee-based training. CLBC will be using the same Oracle instance as BCGOV, so staff who are familiar with Oracle screens, reports, workflow, etc., will not notice any difference with CLBC. 	L	Control is adequate. MCFD staff, experienced in CAS, will provide financial services until October 31. We confirmed that there is ongoing training provided by CAS should CLBC staff require it.
	Operating costs of CAS are higher than the CLBC anticipated	C	2	M	<ul style="list-style-type: none"> Operating costs will be defined in the Service Schedule between CAS and CLBC. CAS will look to charge back to CLCB the costs of maintaining and operating an additional set of books. CAS is a \$1000 vote and works on a cost recovery basis. CAS will only be recovering incremental (additional) costs from CLBC. The chargeback from MCFD will not be changed. 	L	Control is adequate. We confirmed the operating cost and that the CLBC Chief Information Officer (CIO) is aware of the amount.

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	No help is available to CLBC for CAS	E	2	L	<ul style="list-style-type: none"> CAS provides a Tier 2 help desk for ministries, and this will be available for CLBC staff. Help is also available through the CAS website, in the form of FAQ's, user documentation, "In A Nutshell", quick reference guides, and through e-mail notices from CASHelp. CASHelp maintains an alert management system, which will be used for CLBC staff. 	L	Control is adequate. We confirmed that help desk services are provided for in the CLBC-CAS Service Level Agreement.
	Service Level Agreement is not in place with CAS or is not complete.	C	2	M	<ul style="list-style-type: none"> CAS and Solutions BC is working with CLBC and MCFD to establish a Service Level Agreement by July 1, 2005. If a SLA is not in place by July 1st, services will continue under the guidelines of the SLA signed with CAS and MCFD. There will be no disruption in service if a SLA is not complete. 	L	Control is adequate. We confirmed that a Service Level Agreement has been prepared and signed between CAS and CLBC and that it covers all services to be provided.

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Control Objective	Risk Description/ Control Requirement	L.	C.	L x C	Controls/Planned Controls	Res	Assessment/ Recommendations
	Roles and responsibilities are not clear with respect to the data entry to CAS.	C	2	M	<ul style="list-style-type: none"> MCFD CLBC Finance, which is currently performing the data entry, will initially continue doing so under a Service Level Agreement with CLBC. Upon expiry of the Service Level Agreement (SLA) there will be hand over process to ensure that CLBC is able to take on the data entry function. 	L	Control is adequate. We confirmed that MCFD will provide financial services for CLBC until October 31, 2005 and longer if required.
	Ministry staff update the incorrect set of books.	D	2	L	<ul style="list-style-type: none"> CLBC will send the appropriate security request form to CAS that defines the individuals who require access to CLBC set of books. Only those users will have the ability to access the CLBC organization in Oracle Financials. Users with access to MCFD and CLBC in Oracle Financials can only access one organization at a time. The user will need to enter either the IDIR or CAS domain to access either MCFD or CLBC organizations. Users will know what set of books is accessed, based on the name of the responsibilities available to them. 	L	Control is adequate. We confirmed that it is a limited number of users who have access to both sets of books, only one set of books can be open at a given time and that there is a unique domain for CLBC CAS.

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Control Objective	Risk Description/ Control Requirement	L.	C.	L x C	Controls/Planned Controls	Res	Assessment/ Recommendations
	Resources are not available to do the conversion.	E	4	L	<ul style="list-style-type: none"> The CLBC implementation is being managed through CAS' Project Delivery Office, with a dedicated Project Manager, Lead Business Analyst and support from other analysts and support individuals in CAS. CAS has a service delivery contract with Sierra Systems, and can quickly add resources if certain individuals are unavailable. CAS also has full-time equivalent's (FTE) that are assisting with the project, including expert business analysts, client managers and system administration staff. 	L	Control is adequate. We confirmed that CAS had completed the CLBC implementation on time with no issues.

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RAPS - To ensure that the CLBC RAPS implementation operates as required and that CLBC staff are trained in the use of RAPS and receive help if they need it.	CLBC cannot access RAPS	E	4	L	<ul style="list-style-type: none"> The RAP system changes to allow CLBC to continue to use it while pointing to the new authorities books all happen in the background. The users will continue to use the system as they always do. During payment processing, payments coming from the CLBC office codes will be diverted to the new authority bank account. Some users will be doing business for both MCFD and CLBC. Those users will be assigned to two office codes, one for MCFD and one for CLBC. When the changes go live in September, resources will be on call to support any issues that may occur. 	L	Control is adequate. We confirmed that CLBC users will initially use RAPS as if they were ministry employees. In October 2005. The RAP system will be modified to provide CLBC staff with access to only their files. This change is being piloted with Aboriginal Agencies who will have access to their RAPS caseload starting July 1, 2005.
	CLBC cannot process payments through RAPS.	E	4	L	<ul style="list-style-type: none"> The new interface file to CLBC will be thoroughly tested. The batches going to CLBC will be monitored and any problems will be immediately resolved. 	L	Control is adequate. We confirmed that the changes in RAPS have been tested. In addition, we confirmed that this change is being piloted with Aboriginal Agencies who will have access to and make payments on behalf of their RAPS caseload starting July 1, 2005.

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	CLBC payments from RAPS are recorded against the ministry CAS accounts.	D	2	L	<ul style="list-style-type: none"> The new CLBC batches are created at 3:00 am but not picked up by CAS until 4:00 pm the next day. These batches will be reviewed before they are sent to CAS and can be stopped if they have somehow been misdirected. The implementation will be migrated to production a few days before the big monthly payment generation run so the jobs can be tested in production with small volumes first. If they do go against the wrong entity by some unforeseen circumstance, corrections can be made by journal entry after the fact. 	L	Control is adequate. We confirmed that the RAPS payment processing for CLBC will be tested and that payments will be closely monitored to ensure there are no errors.

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	Ministry payments from RAPS are recorded against the CLBC CAS accounts.	D	2	L	<ul style="list-style-type: none"> The MCFD batches are created at 3:00 am but not picked up by CAS until 4pm the next day. These batches will be reviewed before they are sent to CAS and can be stopped if they have somehow been misdirected. The implementation will be migrated to production a few days before the big monthly payment generation run so the jobs can be tested in production with small volumes first. If they do go against the wrong entity by some unforeseen circumstance, corrections can be made by journal entry after the fact. 	L	Control is adequate. We confirmed that the RAPS payment processing for CLBC will be tested and that payments will be closely monitored to ensure there are no errors.
	RAPS implementation for CLBC does not use the same control features as for ministry implementations.	D	2	L	<ul style="list-style-type: none"> The identical control features are being used. 	L	Control is adequate. We confirmed that CLBC users will be using the same version of RAPS that MCFD users have. Segregation between organizations is achieved by altering the office code for the CLBC caseload.

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	CLBC staff are not trained in the use of RAPS.	D	2	L	<ul style="list-style-type: none"> Initially that won't be a problem since these are the same workers that did the job for MCFD. The long term plan is to perform all the CLBC financial functions into a few centralized offices. This will reduce the need for training and result in improved data quality. 	L	Control is adequate. We confirmed that, initially, there will be no new employees having to learn RAPS as a result of the creation of CLBC.
	CLBC staff ongoing training for RAPS is not provided for.	B	3	H	<ul style="list-style-type: none"> There is an on-line self study training module available. On-going training has not been regularly provided at MCFD. Existing ministry staff to continue entering into RAPS. Training to be made available in the future for new employees. 	L	Control is adequate. We confirmed that there are a variety of training options available for RAPS.
	Operating costs of RAPS are higher than the CLBC anticipated.	B	2	M	<ul style="list-style-type: none"> The ministry will allocate to CLBC its share of the budget for operating costs of SWS/RAP. CLBC will be a member of the ministry's Information Integration Steering Committee which approves significant changes and enhancements to the RAPS. 	L	Control is adequate. We confirmed that CLBC is aware of the operating costs.

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	No help is available to CLBC staff for RAPS.	E	2	L	<ul style="list-style-type: none"> The same groups providing MCFD with help will be available. 	L	Control is adequate. We confirmed that help desk services are included in the Memorandum of Understanding (MOU) between the CLBC and MCFD Information Systems Branch (ISBs).
	Service Level Agreement is not in place with MCFD or is not complete.	E	2	L	<ul style="list-style-type: none"> The ministry is committed to a no-risk approach to ensure that services are made available to CLBC even if the Service Level Agreement is not completed by the target date. 	L	Control is adequate. We confirmed that an MOU is being prepared between the CLBC and MCFD ISBs
	Ongoing payments are interrupted after conversion.	E	4	L	<ul style="list-style-type: none"> A contract conversion strategy has been prepared to make sure the payments are not interrupted. 	L	Control is adequate. We confirmed that a contract conversion strategy has been prepared and has been tested.
	Resources are not available to perform the conversion in a timely manner.	C	4	H	<ul style="list-style-type: none"> The contractor is committed to providing sufficient resources for conversion. If required extra resources can be added to the project. 	L	Control is adequate. We confirmed that there are no timing issues for the RAPS conversion and that there is a contingency plan should issues arise.

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	Roles and responsibilities with respect to RAPS data entry are not clear (Children and mixed case load).	C	3	H	<ul style="list-style-type: none"> A MOU has been developed between MCFD and CLBC that covers services provided to special needs children. 	L	Control is adequate. We confirmed that there is an MOU between CLBC and MCFD that covers special needs children.
	Data converted from RAPS to CLBC is not accurate or complete.	C	1	L	<ul style="list-style-type: none"> The contract conversion strategy does not entail an actual contract conversion. Contracts are remaining in place, just the ownership of those contracts is changing. 	L	Control is adequate. We confirmed that existing contracts will be assigned to the CLBC offices. No data will have to be converted.
	Ministry staff update the incorrect version of RAPS.	C	2	M	<ul style="list-style-type: none"> New RAP configuration tables have been put in place to help prevent that occurrence. Contract services and one time payment controls and the security profiles will be modified to restrict access by authority code. 	L	Control is adequate. We confirmed that the office code is clearly displayed on key RAP screens. There will be limited number of users who will have access to both the MCFD and the CLBC office codes.
	RAPS CGI interface does not operate correctly for CLBC.	E	4	L	<ul style="list-style-type: none"> The interface has already been tested last year. It will be retested again this year when the final configuration changes are implemented. 	L	Control is adequate. We confirmed that there are test scripts for testing the Corporate Generic Interface (CGI) interface and that these will be used for the CLBC conversion.

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BUSINESS PROCESS:		Community Living British Columbia (CLBC) Financial Systems Conversion Risk and Control			Ministry of Children and Family Development		
	Risk						
Control Objective	Risk Description/ Control Requirement	L.	C.	L x C	Controls/Planned Controls	Res	Assessment/ Recommendations
CHIPS/Time OnLine (TOL) – To ensure that the CLBC CHIPS/TOL implementation operates as required and that CLBC staff are trained in the use of CHIPS/TOL and receive help if they need it.	CLBC cannot access CHIPS/TOL.	E	4	L	<ul style="list-style-type: none"> The system has been implemented and tested. There were no issues around accessing CHIPS. Contact Centre Help Desk is open 8:00am to 4:40 pm regular business days. Pager support is available when the system is available but the Contact Centre is closed. Pager support is for server access issues only. Users can call help desk for sign on assistance. 	L	Control is adequate. We confirmed that CLBC staff could access CHIPS.
	CLBC cannot process HR update transactions through CHIPS/TOL.	E	4	L	<ul style="list-style-type: none"> Training Issue: Public Service Agency (PSA) Training sessions are available for CLBC employees if required. Access Issue: Entity and roles security must be assigned accordingly. 	L	Control is adequate. We confirmed that CLBC staff are able to process transactions through CHIPS.
	Processes are not established for retroactive adjustments and current pay transactions.	C	2	M	<ul style="list-style-type: none"> Process needs to be defined and adhered to by Shared Service Payroll Operations and CLBC. 	L	Control is adequate. We confirmed that a process is in place to process retroactive adjustments.

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	Risk						
Control Objective	Risk Description/ Control Requirement	L.	C.	L x C	Controls/Planned Controls	Res	Assessment/ Recommendations
	CHIPS/TOL implementation for CLBC does not use the same control features as for ministry implementations.	E	2	L	<ul style="list-style-type: none"> Control Features are the same. 	L	Control is adequate. We confirmed that testing on the CLBC implementation was done. CLBC staff have no issues with the operation of CHIPS.
	CLBC staff are not trained in the use of CHIPS/TOL.	B	4	H	<ul style="list-style-type: none"> Training sessions are available for CLBC employees. Initially, this will be coordinated through the conversion project team. Email sent to CLBC on May 11, 2005 to assist coordinate training requirements. 	L	Control is adequate. One Human Resource Technician (HR Tech) has been hired and has been trained on CHIPS. Ongoing courses are provided by Telus Service Solutions.
	CLBC CHIPS does not update CAS correctly.	E	4	L	<ul style="list-style-type: none"> CLBC instance of CHIPS will be using the same interface as other CHIPS implementations. This has been tested as part of the CHIPS implementation. 	L	Control is adequate. We confirmed that the interface between CHIPS and CAS will be the same for CLBC and was tested.
	Operating costs of CHIPS/TOL are higher than the CLBC anticipated.	C	2	M	<ul style="list-style-type: none"> Provide CLBC with chargeback rates and estimated biweekly operating costs. 	L	Control is adequate. We confirmed that a Service Level Agreement is being prepared and covers the cost of payroll transactions. We confirmed that CLBC is aware of what these costs are.

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BUSINESS PROCESS:	Community Living British Columbia (CLBC) Financial Systems Conversion Risk and Control				Ministry of Children and Family Development		
	Risk						
Control Objective	Risk Description/ Control Requirement	L.	C.	L x C	Controls/Planned Controls	Res	Assessment/ Recommendations
	No help is available to CLBC for CHIPS/TOL.	D	3	M	<ul style="list-style-type: none"> Contact Centre Help Desk is open Monday to Friday 8:00 am to 4:30 pm. Notification is sent for planned outages. 	L	Control is adequate. We confirmed that the help desk services are included in the SLA.
	Service Level Agreement is not in place with PSA/TSS or is not complete.	C	2	M	<ul style="list-style-type: none"> Draft Service Level Agreement has been sent to CLBC. CLBC is to coordinate with Solutions BC. If the SLA is not signed, services will continue uninterrupted. 	L	Control is adequate. We confirmed that a draft SLA has been prepared for TOL/CHIPS services.
	CLBC staff does not get TOL reminders.	C	2	M	<ul style="list-style-type: none"> This is only a risk if CLBC does not use provincial government email addresses. Manual reminders could then be set up via email calendars. A project is in place with Telus Enterprise Solutions (TSS) to correct this issue for non-provincial government e-mail users. 	L	Control is adequate. We confirmed that the e-mail system for CLBC will not be changing initially.
	CLBC staff are not able to access Employee Self Serve (ESS).	C	1	L	<ul style="list-style-type: none"> This is only a risk if CLBC does not use provincial government email addresses. Manual reminders could then be set up via email calendars. A project is in place with TSS to correct this issue for non-provincial government e-mail users. 	L	Control is adequate. We confirmed that the e-mail system for CLBC will not be changing initially.

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Control Objective		Risk Description/ Control Requirement	L.	C.	L x C	Controls/Planned Controls	Res	Assessment/ Recommendations
	Leave approvers/sign off do not see the correct staff.	C	2	M	<ul style="list-style-type: none"> TOL resources approved to realign TOL with new dept id structure. Initially, five CLBC staff have been granted super sign of authority in TOL in case there are approval issues. 	L	Control is adequate. We confirmed that there will be a transition period for leave approvers in case there are issues.	
	Names of CLBC employees are not received by TSS by mid June.	C	3	M	<ul style="list-style-type: none"> TSS requires the names in order to assist with building the conversion spreadsheet so the employees can be moved on July 12, 2005. 	L	Control is adequate. We confirmed that there are no issues with converting MCFD employees into CLBC in the time required.	
	Resources are not available to perform the conversion.	D	3	M	<ul style="list-style-type: none"> TSS can assist with conversion by creating instructions and conversion documents. CLBC should secure a trained HR Tech and assistance from PSA. 	L	Control is adequate. We confirmed that there is an HR Tech hired for CLBC.	
	Benefits for CLBC employees are not continued.	D	4	M	<ul style="list-style-type: none"> Action reason codes in job data that terminate benefits will not be used for CLBC conversion. There has been coordination with PSA to ensure new plans are set up and employees are "registered" with the new plans. The Benefit Agreement is in place for continuance. 	L	Control is adequate. We confirmed that there is an agreement signed for CLBC employees to continue their benefits.	

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		Risk					
Control Objective	Risk Description/ Control Requirement	L.	C.	L x C	Controls/Planned Controls	Res	Assessment/ Recommendations
MARS Data Mart - To ensure that the CLBC MARS data mart operates as required and that CLBC staff are trained in the use of MARS and receive help if they need it.	CLBC is not able to access MARS for financial reporting.	C	1	L	<ul style="list-style-type: none"> Data Warehouse Group in MCFD is preparing a CLBC financial data mart to be ready by July 29, 2005. 	L	Control is adequate. We confirmed that the Data Warehouse Group is preparing a financial data mart for CLBC and anticipate no problems meeting their deadline.
	CLBC staff are not trained in the use of MARS.	C	1	L	<ul style="list-style-type: none"> CLBC staff will initially transfer from MCFD. They will be familiar with MARS reporting. 	L	Control is adequate. We confirmed that staff will be transferring from MCFD to CLBC.
	Operating costs of MARS are higher than the CLBC anticipated.	C	1	L	<ul style="list-style-type: none"> MARS costs are identified in the MOU between the CLBC and MCFD ISBs. 	L	Control is adequate. We confirmed that an MOU is being developed that identifies development and operating costs.
	No help is available to CLBC for MARS.	C	1	L	<ul style="list-style-type: none"> MARS help for CLBC staff will be identical to the MARS help for MCFD staff. 	L	Control is adequate. We confirmed that MARS help is covered in the MOU.
	Service Level Agreement is not in place with ministry or is not complete.	C	1	L	<ul style="list-style-type: none"> Operate under a letter of understanding as if a SLA was in place and complete establishment of the SLA. 	L	Control is adequate. We confirmed that an MOU is being prepared which includes the operation of MARS.

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		Risk					
Control Objective	Risk Description/ Control Requirement	L.	C.	L x C	Controls/Planned Controls	Res	Assessment/ Recommendations
	CLBC staff can access more personal data than they require.	D	2	L	<ul style="list-style-type: none"> CLBC staff will have the same access they had when they were MCFD employees. There will be no change. 	L	Control is adequate. We confirmed that CLBC staff will have the same access to MARS that they had as MCFD employees.
	Resources are not available to set up the new data mart.	B	2	M	<ul style="list-style-type: none"> Data Warehouse Group in MCFD is preparing a CLBC financial data mart to be ready by July 29, 2005. No issues in meeting the deliverable date are anticipated. 	L	Control is adequate. We confirmed that the Data Warehouse Group is preparing and financial data mart for CLBC and anticipate no problems meeting their deadline.
	MARS financial update does not include CLBC data.	C	2	M	<ul style="list-style-type: none"> Data Warehouse Group in MCFD is preparing a CLBC financial data mart to be ready by July 29, 2005. CLBC financial data mart will be populated from CLBC data in CAS CODE. 	L	Control is adequate. We confirmed that the Data Warehouse Group is preparing and financial data mart for CLBC and anticipate no problems meeting their deadline.

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Schedule D – Enterprise-wide Risk Management – Risk Tables

LIKELIHOOD = Probability of the risk event actually occurring.

Score	Descriptor	Approximate probabilities
A	Certain	.90 – 1.00
B	Likely	.55 – .89
C	Possible	.25 – .54
D	Unlikely	.05 – .24
E	Improbable; Rare	.00 – .04

CONSEQUENCE = Degree of severity of the consequence.

Score	Descriptor	
1	Insignificant	Negligible effects
2	Minor	Normal administrative difficulties
3	Significant	Delay in accomplishing program or project objectives
4	Major	Program or project re-design, re-approval and re-do. Required: fundamental rework before objective can be met
5	Catastrophic	Project or program irrevocably finished objective will not be met

	CONSEQUENCE				
LIKELIHOOD	1	2	3	4	5
A	LOW	MEDIUM	HIGH	EXTREME	EXTREME
B	LOW	MEDIUM	HIGH	HIGH	EXTREME
C	LOW	MEDIUM	MEDIUM	HIGH	HIGH
D	LOW	LOW	MEDIUM	MEDIUM	MEDIUM
E	LOW	LOW	LOW	LOW	LOW