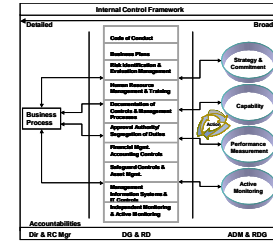


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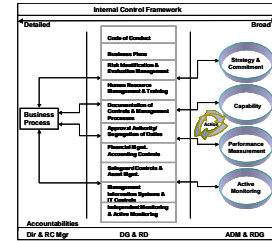
Internal Control Framework (ICF) Control Assessment Mechanism for Finance

Complementary Departmental Policy Document to:

- **Guidance for Deputy Ministers** - a Framework of Expectations for DM's - <http://www.pco-bcp.gc.ca/default.asp?>
- **Management Accountability Framework (MAF)** – Guidance on Control http://www.tbs-sct.gc.ca/maf-crg/index_e.asp

Final Draft - Version 1c
May 2002
(Updated to July 2003)

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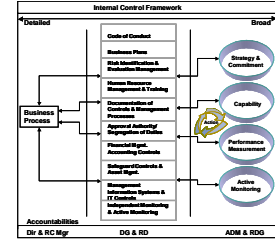
**Environment Canada
Internal Control Framework (ICF)
Control Assessment Mechanism for Finance**

Final Draft - May 2002
V 1c
(Updated to July 2003)

Table Of Contents

| | | |
|----------|--|-----------|
| 1 | Internal Control Framework Control Assessment Mechanism - Context | 3 |
| 2 | Fundamental Objectives of an ICF Control Assessment Mechanism | 5 |
| 3 | Control Environment Level - ICF Self-Assessment | 7 |
| 4 | Organizational and Procedural Level ICF Control Assessment | 12 |
| 5 | Business Process Internal Control Level - ICF Control Assessment | 19 |

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1 Internal Control Framework Control Assessment Mechanism - Context

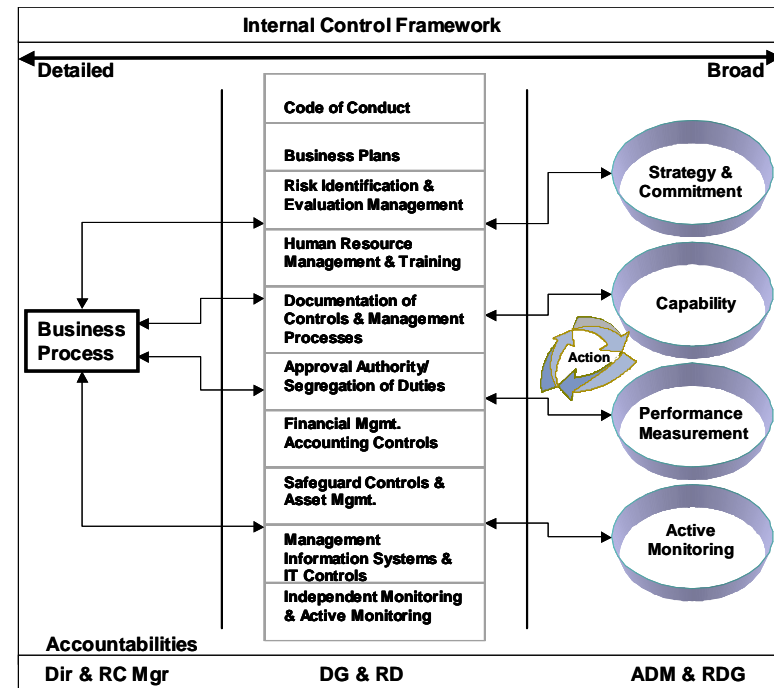
The purpose of this document is to provide an Internal Control Framework (ICF) Control Assessment Mechanism for Finance, within Environment Canada. This document has been designed to provide guidance to the executive and managers in undertaking self-assessments against the ICF¹.

The ICF Control Assessment Mechanism has also been designed to support Environment Canada’s modern management and active monitoring initiatives.

The self-assessment checklists have been designed to provide the Deputy Minister (DM) and the Senior Financial Officer (SFO) with assurance that a system of internal controls is in place in the department to support the effective and efficient utilization of Appropriated resources (as required in the Statement of Responsibility within the annual EC Performance Report).

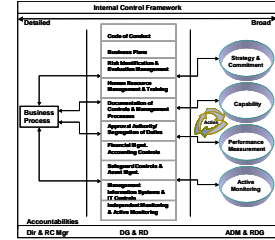
The ICF Control Assessment Mechanism is based upon the modular design of the ICF and comprise 3 cascading elements (as depicted in the diagram), including:

- The Internal Control Environment;
- Organizational and Procedural Controls; and
- Business Process Internal Controls.



¹ Internal Control Framework - Final Draft version 1c as at May 2002 - Environment Canada

Environment Canada ICF Control Assessment Mechanism for Finance



The development of the ICF was based upon research and best practices as recommended by central agencies and standard setting bodies². The approach established a broad ICF design that would be applicable at any functional or Business Line service level within the organization, with direct links to business process internal controls.

Consistent with the broad and detailed perspectives of the ICF, the ICF Control Assessment Mechanism has been designed to answer two fundamental questions about whether a system of internal controls is in place, including:

- **Did we do it?** and
- **Can we do it better?**

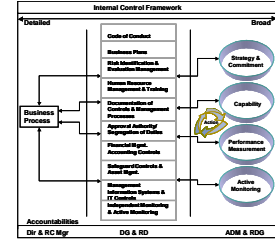
To answer the question - *Did we do it?* - addresses the fundamental need to ensure that the department has a system of IC's in place and that in fact the internal controls are being applied in accordance with the Standards³ set out in the ICF.

To answer the question – *Can we do it better?* - goes beyond business process internal controls and speaks to the effectiveness of the embedded use of Organizational and Procedural controls across the department, within the context of the Internal Control Environment. The question *Can we do it better?* also challenges managers to actively identify areas where controls can be strengthened and broader management issues improved.

² Several standard setting bodies and central agency models have established a core body of internal control knowledge and pronouncements, including: •CICA Criteria on Control (CoCo)Model •Modernization of Comptrollership • CDIC Internal Control Standard •TBS Policy on Active Monitoring •TBS Integrated Risk Management Framework •OAG Financial Management Capability Model.

³ Standards of an Effective Internal Control System - Internal Control Framework - Draft version 1c as at March 2002 - EC.

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ICF Control Assessment Mechanism for Finance**



2 Fundamental Objectives of an ICF Control Assessment Mechanism

The ICF Control Assessment Mechanism has been framed by fundamental objectives, to ensure that their use provides the assurance that managers and the executive need to manage Appropriated resources effectively and efficiently. These objectives are utilized to:

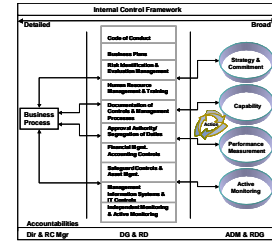
- answer the question - *Did we do it?*
- support managers and the executive in the broader question – *Can we do it better?*
- bring discipline to the implementation of IC's across the department
- provide documentary evidence that controls have been implemented and are in use
- create a self-assessment mechanism for the ICF through a hands-on checklist
- support active monitoring;
- imbed the consideration of risk in management decisions and in BP IC's; and
- to guide managers in their roles and responsibilities.

The ICF Control Assessment Mechanism has been structured consistently with the main elements of the ICF, providing a mechanism to assess the broad IC perspective, as well as the narrow business process IC perspective. There are three ICF Control Assessment Mechanisms, one for each of the three main elements of the ICF, including:

1. **Broad Level ICF Control Assessment - at the Control Environment Level**
2. **Organizational and Procedural Level ICF Control Assessment**
3. **Detailed Level ICF Control Assessment - Business Process Internal Control Level**

For example, the first and second ICF Control Assessment Mechanism levels are structured to assist in answering – *Can we do it better?* The third ICF Control Assessment Mechanism at the detailed business process control perspective is structured to assist in answering - *Did we do it?*

Environment Canada ICF Control Assessment Mechanism for Finance

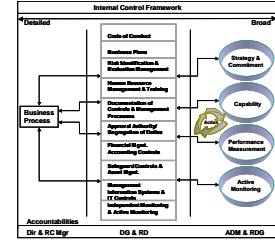


Control Environment Level - ICF Control Assessment (DM, ADM's, and RDG's)

NOTE: It is important to note that the Clerk of the Privy Council and the Secretary of the Treasury Board recently issued guidance on accountability and control, including:

- **Guidance for Deputy Ministers** - a Framework of Expectations for DM's - <http://www.pco-bcp.gc.ca/default.asp?>
- **Management Accountability Framework (MAF)** – TBS Guidance on Control http://www.tbs-sct.gc.ca/maf-crg/index_e.asp

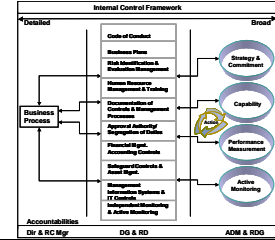
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3 Control Environment Level - ICF Self-Assessment - (DM, ADM's and RDG's)

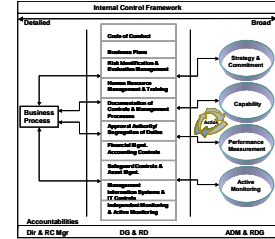
| Broad Level ICF Control Assessment - Control Environment Level | | | | |
|---|---|-----------------------------|--------------------------------------|----------------------------|
| Business Line - Management, Administration & Policy (MAP) | | | | |
| Activity - Financial Services - Reporting & Financial Statement Example | | | | |
| Control Environment Objective | Control Assessment of IC Environment in Place | Can we do it Better? | Observation or Action Planned | Delegated Authority |
| <p>Strategy and Commitment refers to those criteria that provide a sense of the organization's direction, including mission, vision, strategy, risk management, policies, planning and performance targets. Commitment sets out the identity and values and provides for senior's management's commitment to achieve objectives. It addresses ethical values, organizational policies and senior management support for operational activities. Thus, Executive management is actively concerned with sound corporate governance and understands and diligently discharges its responsibilities by ensuring that the organization is appropriately and effectively guided, managed and controlled.</p> | <p>Strategy and Commitment – The strategy for financial reporting has been articulated and a commitment has been provided by management for the business process. Related risk profiles, policies and performance targets have been established and a commitment has been provided to achieve the objectives of the process. Management recognizes that this business process is integral to sound corporate governance and is providing guidance and control.</p> <p><i>The following control instruments are in place to support Strategy and Commitment for the Month-end management reporting business process – Financial Management and Accountability Framework; FIS-based Financial Reporting Framework; Business Process Internal Controls; a Code of Conduct; FIS-based Financial Management Policies and Procedures; and an Information Security Framework.</i></p> | | | |

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ICF Control Assessment Mechanism for Finance**



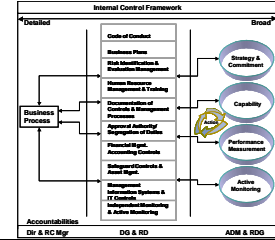
| Broad Level ICF Control Assessment - Control Environment Level | | | | |
|--|---|----------------------|-------------------------------|---------------------|
| Business Line - Management, Administration & Policy (MAP) | | | | |
| Activity - Financial Services - Reporting & Financial Statement Example | | | | |
| Control Environment Objective | Control Assessment of IC Environment in Place | Can we do it Better? | Observation or Action Planned | Delegated Authority |
| <p>Capability refers to the ability to carry out the necessary business activities competently. It includes the adequacy of resources (human, technical, physical and financial); responsibility, authority and accountability; and training. Thus, Management plans, allocates resources, actively manages and operates the organization in a sound and prudent manner, and ensures human resources are appropriately skilled and trained.</p> | <p>Capability – Adequate resources for month-end financial reporting have been provided, consistent with the strategy and commitment of management. Skilled Human resources are been developed and trained and the HR resource capacity to undertake the process is being supported and provided for. Technical resources, including information systems, software and hardware are in place and a continual assessment of the adequacy of informatics resources to support the management reporting process is being maintained. Adequate financial resources are in place to effectively and on a sustainable basis, maintain the business process, with strategic financial resources being made available to invest in emerging information management and reporting tools. Adequate and effective authorities and accountability structures and frameworks have been established and they have been operationalized. Continuous learning is embedded in the business process to strengthen the capability of the process and related employees.</p> <p><i>The following control instruments are in place to support Capability for the Month-end management reporting business process – Financial Reporting HR Assessment and Training Plan; Financial Systems Assessment; Approved Financial Directorate Business Plan; Financial Delegation of Authorities and Segregation of Duties Framework; Financial Roles and Responsibilities Controls;; and Financial Training and Renewal Guidelines.</i></p> | | | |

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ICF Control Assessment Mechanism for Finance**



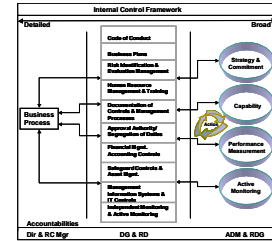
| Broad Level ICF Control Assessment - Control Environment Level | | | | |
|---|---|----------------------|-------------------------------|---------------------|
| Business Line - Management, Administration & Policy (MAP) | | | | |
| Activity - Financial Services - Reporting & Financial Statement Example | | | | |
| Control Environment Objective | Control Assessment of IC Environment in Place | Can we do it Better? | Observation or Action Planned | Delegated Authority |
| <p>Performance Management refers to the ongoing management, measurement and analysis of information, activities and progress toward goals and objectives. Thus, organizational and procedural controls are in place, supported by an effective management information system, and measure performance and allow management to pursue any necessary remedial action against risk.</p> | <p>Performance Management – Month-end financial reporting management is actively monitored against performance targets and efficiency and effectiveness benchmarks. The quality and integrity of the financial information is sound and processes are in place to ensure deviations are corrected. Active analysis and value-added reporting is operational and is supported by the regular recording and accounting controls processes. An effective management information system supports the Directorate’s processes for month-end reporting and effective financial reporting FIS-based templates are in place that meet the needs of users and management. Performance activity is actively measured and reported upon using a performance measurement instrument, consistent with strategies, objectives and risk management (e.g. Balanced Score Card Performance Management).</p> <p><i>The following control instruments are in place to support Performance Management for the Month-end management reporting business process – A Performance Measurement Instrument is in Place (e.g. Balanced Score Card Performance Management); Financial Information Analytics Assessment; FIS-based Financial Reporting Templates; Financial Service Delivery Transformation Action-Plan; and Financial eGovernment Service Delivery Strategy.</i></p> | | | |

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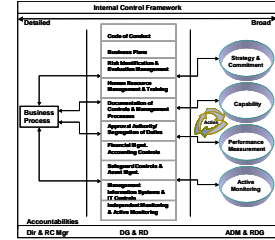
| Broad Level ICF Control Assessment - Control Environment Level | | | | |
|---|---|----------------------|-------------------------------|---------------------|
| Business Line - Management, Administration & Policy (MAP) | | | | |
| Activity - Financial Services - Reporting & Financial Statement Example | | | | |
| Control Environment Objective | Control Assessment of IC Environment in Place | Can we do it Better? | Observation or Action Planned | Delegated Authority |
| <p>Active Monitoring refers to the continuous learning, transformation and verification of controls to ensure business activities have been carried out in accordance with established policies and procedures. This would include independent verification (e.g. Internal Audit), management reviews and senior management oversight. This element thus supports the TBS requirement for “active” monitoring by departments of the effectiveness of organizational and procedural controls.</p> | <p>Active Monitoring – The Month-end financial reporting business process has in place checks and balances throughout the business process, to actively monitor effective authorizations, security, delegation of authorities, segregation of duties, quality of financial information and the integrity of transaction supporting the financial reporting process. Independent financial audits are conducted regularly to ensure that financial reporting business process controls are effective and operationalized. Recipients of month-end financial reports actively provide feedback to the Financial Directorate and this feedback is documented, tracked and implemented where warranted. The Finance Directorate actively monitors the month-end financial reporting business process to ensure that performance targets are met, consistent with the strategy and objectives and that continuous learning is embedded in transformation activities.</p> <p><i>The following control instruments are in place to support Active Monitoring for the Month-end management reporting business process – Active Monitoring Framework for Performance; Continuous Financial Management Reporting Learning Plan; Financial Process Improvements to Operationalize Strategy; and an Independent Financial Audit Framework.</i></p> | | | |

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**Organizational and Procedural Control Level - ICF Control Assessment
(RDG's, DG's, and RD's)**

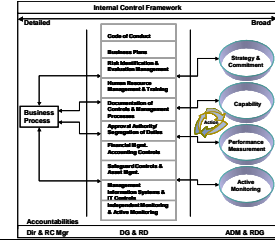
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4 Organizational and Procedural Level ICF Control Assessment – (RDG’s, DG’s, and RD’s)

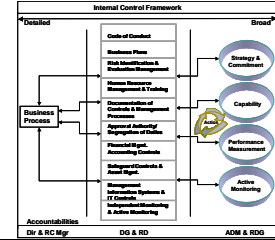
| ICF Control Assessment - Organizational and Procedural Controls - Business Line - Management, Administration & Policy (MAP) Activity: Financial Services - Business Processes - All | | | | | |
|--|---|--|-----------------------------|--------------------------------------|----------------------------|
| Organizational and Procedural Areas | Organizational and Procedural Controls | Control Assessment of Organizational and Procedural IC's in Place | Can we do it Better? | Observation or Action Planned | Delegated Authority |
| Code of Conduct | <ul style="list-style-type: none"> • A code of behaviour for Finance articulates how Finance employees are to interact with clients • The Code for Finance is reviewed periodically in terms of the particular business process • Management and Finance Employees have signed an acknowledgment indicating awareness and compliance with the Code for Finance | | | | |
| Business Plans | <ul style="list-style-type: none"> • Finance Directorate Business Plans clearly allocate planning-related tasks consistent with organizational strategies, objectives and performance targets • Appropriate successive levels of plan approval are in place within the business process and within the organization and undertaken on a timely basis • Finance Business plan ensures that conclusions, recommendations, projections and assumptions are supported by adequate and appropriate information, scrutiny and analysis | | | | |

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ICF Control Assessment Mechanism for Finance



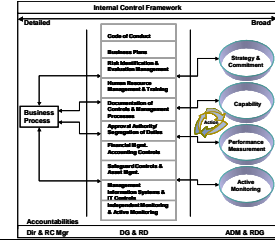
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|--|--|---|----------------------|-------------------------------|---------------------|
| Organizational and Procedural Areas | Organizational and Procedural Controls | Control Assessment of Organizational and Procedural IC's in Place | Can we do it Better? | Observation or Action Planned | Delegated Authority |
| Risk Identification & Evaluation Management | <ul style="list-style-type: none"> Significant financial reporting risks are identified and evaluated on an ongoing basis relative to the potential impact on the organization and is embedded in the financial reporting business process Financial reporting risks are regularly evaluated against the basis upon which the risks were identified to ensure relevance to ongoing activities New financial reporting business activities and processes are evaluated against the risks involved, which includes the setting of exposure limits within the Risk Management policy | | | | |
| Human Resource Management & Training | <ul style="list-style-type: none"> Long-range Finance Directorate human resource plans have been developed to ensure that enough experienced and skilled employees are available to carry out the business activities A sound strategy exists for Finance human resource recruitment, training and development, skills are commensurate with responsibilities, and a plan exists for management succession | | | | |

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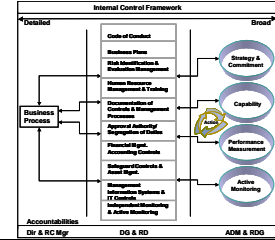
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|--|--|---|----------------------|-------------------------------|---------------------|
| Organizational and Procedural Areas | Organizational and Procedural Controls | Control Assessment of Organizational and Procedural IC's in Place | Can we do it Better? | Observation or Action Planned | Delegated Authority |
| Documentation of Controls & Management Processes | <ul style="list-style-type: none"> Appropriate guidance has been provided to individuals responsible for drafting management controls and business processes for FIS-based financial reporting Documented controls and processes are authorized, adequate and current, and are accurately reflected in the process. | | | | |
| Approval Authority/ Segregation of Duties | <ul style="list-style-type: none"> Absolute and/or specified incremental financial authority being delegated is documented and operational The individuals, business units, positions and/or committees within Finance understand the authority being delegated Any restrictions on the delegation of authorities is understood and operational within the Finance Directorate for this business process Duties are clearly and distinctly segregated between Finance persons who can authorize, supervise, initiate or execute transactions – as separate from those who record and/or account for transactions for reporting purposes. | | | | |

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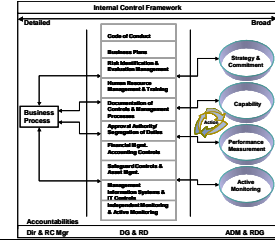
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|--|--|--|-----------------------------|--------------------------------------|----------------------------|
| Activity: Financial Services - Business Processes - All | | | | | |
| Organizational and Procedural Areas | Organizational and Procedural Controls | Control Assessment of Organizational and Procedural IC's in Place | Can we do it Better? | Observation or Action Planned | Delegated Authority |
| Financial Mgmt. Accounting Controls | <ul style="list-style-type: none"> Controls for all accounting, record-keeping and financial reporting processes to ensure the completeness of accounting information, accuracy of information reported, timeliness of all amounts reported, the validity of transactions and the proper maintenance of records are in place | | | | |
| Safeguard Controls & Asset Mgmt. | <ul style="list-style-type: none"> Processes exist for the safekeeping and protection of organizational assets and those assets entrusted to the organization from external parties and are accurately reflected in the Financial reporting process Effective processes exist for limiting access to the organization's accounting and other records of assets and liabilities to authorized Finance Directorate personnel and authorized users of the Financial Reporting System. | | | | |
| Management Information Systems & IT Controls | <ul style="list-style-type: none"> Effective comprehensive financial management information systems are operational to identify, quantify, assess, and monitor organizational business activity, exposures to risk, financial position, and performance based upon decision taken The financial information management reporting systems monitor the effectiveness and compliance with organizational and procedural controls and reports any | | | | |

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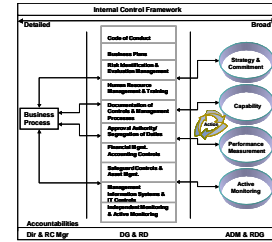
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|---|--|---|----------------------|-------------------------------|---------------------|
| Organizational and Procedural Areas | Organizational and Procedural Controls | Control Assessment of Organizational and Procedural IC's in Place | Can we do it Better? | Observation or Action Planned | Delegated Authority |
| | <p>exception</p> <ul style="list-style-type: none"> The Finance Directorate organizational technology strategy is consistent with it's business plan and strategies Financial systems hardware and software satisfy the financial reporting strategy of the organization Process controls are in place to ensure changes to financial reporting system hardware and software are authorized, tested and implemented and the financial reporting system is properly documented, including records of system changes Financial information technology security controls effectively establish system access security and business interruption backup and recovery arrangements, and financial information is restricted to authorized persons Security devices and logical systems access sufficiently minimize risk of unauthorized access to system programs and information | | | | |

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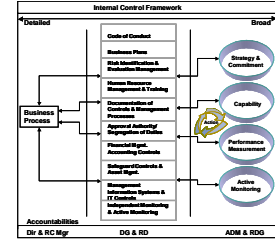
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|---|---|---|----------------------|-------------------------------|---------------------|
| Organizational and Procedural Areas | Organizational and Procedural Controls | Control Assessment of Organizational and Procedural IC's in Place | Can we do it Better? | Observation or Action Planned | Delegated Authority |
| | | | | | |
| Independent Monitoring & Active Monitoring | <ul style="list-style-type: none"> Finance Directorate management and employees actively monitor their business performance against targets and regularly assess whether remedial actions are required to mitigate risks and/or improve performance Active monitoring by the Finance Directorate and end users is operational and supports a climate of continuous learning and the environment for business process transformation to meet objectives, targets and mitigate risk The independent monitoring / audit function has an appropriate mandate governing it's duties and objectives and that they are independent of the areas that they are inspecting the financial reporting business process A comprehensive plan governing monitoring / audit of financial reporting is in place to identify risk activities, operational and internal controls, and to identify the adequacy of policies and procedures to meet business objectives within acceptable risk parameters | | | | |

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**Business Process Internal Control Level - ICF Control Assessment
(Directors, Responsibility Centre (RC) Managers, and Personnel)**

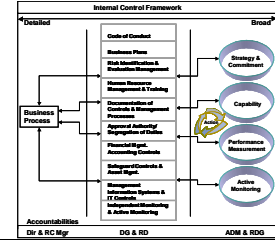
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5 Business Process Internal Control Level - ICF Control Assessment – (Directors, RC Managers, and Personnel)

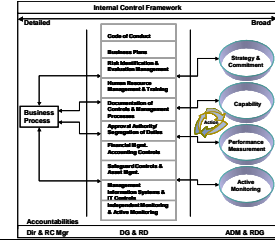
| Detailed Level ICF Control Assessment - Business Process Level | | | | | |
|---|--|---|----------------------|-----------------------------|---|
| Business Line - Management, Administration & Policy (MAP) | | | | | |
| Activity - Financial Services Business Processes - All | | | | | |
| Activity | Business Processes | Business Process Internal Controls | Did We Do it? | Can we do it Better? | Delegated Authority & Action |
| Integrated Leadership | <ul style="list-style-type: none"> Support to the Minister's Office in leadership on the EC program and service to Canadians; clear integrated strategic direction consistent with government policy | | | | |
| Strategic Policy, Planning & Coordination | <ul style="list-style-type: none"> Develop and implement policies, corporate systems and strategies to achieve long term goals; ensure EC delivers mandates | | | | |
| Socio-Economics Analysis | <ul style="list-style-type: none"> To be defined | | | | |
| International Partnerships | <ul style="list-style-type: none"> Formal and informal agreements; foster relations with members of the | | | | |

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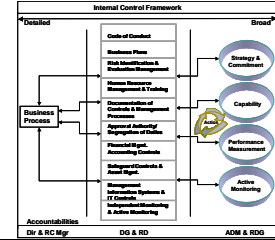
| Detailed Level ICF Control Assessment - Business Process Level | | | | | |
|--|---|------------------------------------|---------------|----------------------|------------------------------|
| Business Line - Management, Administration & Policy (MAP) | | | | | |
| Activity - Financial Services Business Processes - All | | | | | |
| Activity | Business Processes | Business Process Internal Controls | Did We Do it? | Can we do it Better? | Delegated Authority & Action |
| | international community | | | | |
| National Partnerships | <ul style="list-style-type: none"> Formal and informal agreements; foster relations with federal-provincial, aboriginal and other stakeholders. | | | | |
| Outreach Programs | <ul style="list-style-type: none"> Develop and implement programs and initiatives to build capacity; engage communities to adopt sustainable lifestyles and practices in cooperation with partners and stakeholders | | | | |
| Planning & Review | <ul style="list-style-type: none"> Business line planning Internal audit and evaluation of programs and activities Develop frameworks, principles, plans and systems for management decisions Periodic reviews of organizational effectiveness and compliance with frameworks and systems | | | | |

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ICF Control Assessment Mechanism for Finance**



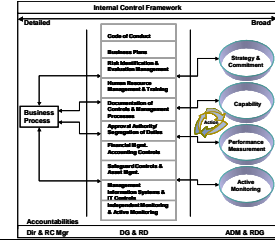
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|--|---|---|--|----------------------|------------------------------|
| Business Line - Management, Administration & Policy (MAP) | | | | | |
| Activity - Financial Services Business Processes - All | | | | | |
| Activity | Business Processes | Business Process Internal Controls | Did We Do it? | Can we do it Better? | Delegated Authority & Action |
| | | | | | |
| Financial Services | <ul style="list-style-type: none"> <u>Financial Planning, and Analysis;</u> Support to business planning and performance measurement activities; providing advice to senior management & program mgrs. Budget allocation, production of estimates documents and other Central Agency and/or Parliamentary reports; | <ul style="list-style-type: none"> <u>Financial Planning & Budgeting Process</u> ARLU Fall & Winter Supplementary Est. Main Estimates Report on Plans & Priorities Performance Report Budget Allocation and Transfers Preparation of Budgets & Templates Budget Allocation and Transfers Budget Analysis | <ul style="list-style-type: none"> <u>Resource Allocation and Planning</u> A documented framework for Financial and Business Planning is in place. Stakeholders and decision-makers are consulted in setting business plan priorities & proposed results. Plans are developed for all business lines and functional areas on an integrated basis, consistent with strategies, priorities, and planned results. Strategies, priorities, planned results and financial assumptions are challenged Appropriate and sufficient resources are provided across business lines and | | |

**Environment Canada
ICF Control Assessment Mechanism for Finance**



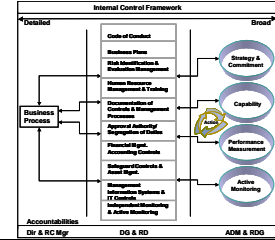
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| Financial Services (con't) | | <p>functional areas to enable the successful achievement of objectives, consistent with strategies, priorities, and planned results.</p> <ul style="list-style-type: none"> Plans are flexible to allow the organization to respond to unforeseen circumstances, and assumptions are challenged. Standardized processes and infrastructures are in place to support decision-makers and staff to identify resource requirements, prepare budgets, and allocate resources efficiently and effectively. Annual reference levels are established consistent with planned budgets, and appropriate resource funding is maintained for business line integrity. Expenditures and investment opportunities are assessed against business cases for the planning, | | | |

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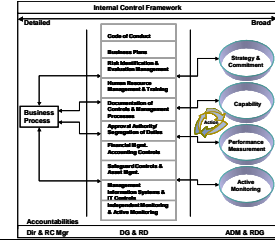
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| Financial Services (con't) | <ul style="list-style-type: none"> <u>Financial Reporting</u> | <ul style="list-style-type: none"> <u>Financial Reporting (External)</u> Financial Statements Prep. Financial Analysis Trial Balance Preparation & submission to RG Public Accounts Preparation Parliamentary Questions Statistics Canada Surveys Access to Information Req. Other External Reports | decision-making, and prioritizing implementations. <ul style="list-style-type: none"> Planning processes are actively monitored and improved where warranted <u>Financial Reporting</u> External reports are consistent with business line structures. External reports meet user and decision-maker needs with an objective view of departmental operations. External reporting requirements are documented. External reports are prepared in accordance with Departmental and Central Agency requirements and GAAP for the Public Sector (PSAB). External reports are consistent with business line structures, and meet user and decision-maker needs | | |

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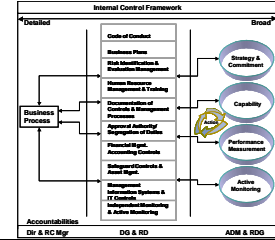
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| Financial Services (con't) | | <p>with an objective view of departmental resources.</p> <ul style="list-style-type: none"> Financial systems are capable of meeting external reporting requirements in a timely, accurate and efficient manner. Appropriate capability exists to provide for reliable, accurate and timely responses to ad hoc external reporting requests (Access to Information enquiries etc.) Sufficient financial controls are in place to ensure the accuracy of all external reporting. External reporting is actively monitored, evaluated and improved. Internal audits are conducted to review external reports and reporting practices. | | | |

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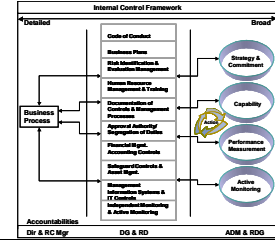
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| Financial Services (con't) | <ul style="list-style-type: none"> <u>Financial Management</u> | <ul style="list-style-type: none"> <u>Financial Management Support, Analysis & Forecasting</u> Financial Analysis and Advice Preparation of Management Reports Financial Forecasting Monitoring & review of Grants & Contr. | <ul style="list-style-type: none"> <u>Financial Management Support, Analysis & Forecasting</u> Financial management control frameworks and documented procedures exist for the preparation of budgets, forecasts, budget allocations and transfers Standardized processes and infrastructure are in place to support decision-makers and personnel to identify and allocate resource requirements efficiently and effectively Expenditures and investment opportunities are assessed against Business Cases for planning, | | |

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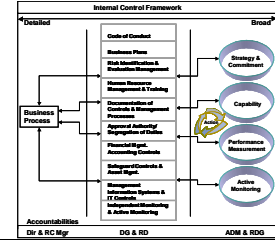
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| Financial Services (con't) | | decision-making and priority setting <ul style="list-style-type: none"> • Appropriate financial and system controls are in place to ensure the integrity of the financial management, and forecasting process • Appropriate systems and reports are available to support financial management activities • Financial obligations are recorded as commitments, and forecasts are prepared on a regular basis to review financial obligations and anticipated financial results. • Sufficient enterprise resource planning (ERP) financial management systems are in place to provide reliable and useful financial information for the management of revenues, expenditures, assets, and liabilities. • Accurate and complete | | | |

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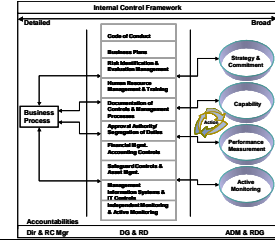
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| Financial Services (con't) | | <p>accounting transactions are validated and recorded in a timely manner.</p> <ul style="list-style-type: none"> Financial management processes are actively monitored and improved where warranted Sufficient resources and expertise exist to provide for Financial Management training has been provided to decision makers (RC Mgrs). The Chart of Accounts is appropriately designed and actively monitored and maintained to meet the needs of the Department. Internal and ad hoc financial reports meet the needs of users and are produced in an efficient, timely and accurate manner. Internal reporting is actively monitored and improved to reflect changing information needs. | | | |

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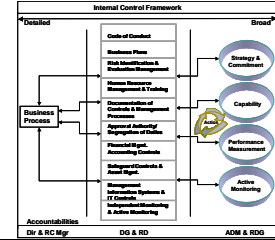
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| <p>Financial Services (con't)</p> | <ul style="list-style-type: none"> • Accounting for operations, including assets & liabilities, management control and accountability | <ul style="list-style-type: none"> • Accounting • General Ledger Management • Payment Services • Revenues and Accounts Receivable • Salary Management • Regional Pay System Reconciliations • Financial Analysis • Month-end Cutoff Procedures | <ul style="list-style-type: none"> • Accounting • Adequate books and records of financial transactions are maintained for audit trails, and supporting documentation is comprehensive. • The chart of accounts embeds organizational structures and desired coding elements for financial management tracking. • Appropriate coding is used for capturing transactions, and accounts are examined on a regular basis. • Internal financial reports are prepared from the | | |
| Financial | | | | | |

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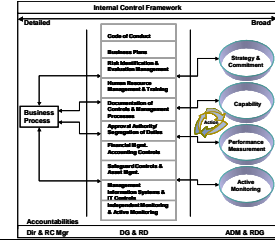
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| Services (con't) | | | <p>supporting systems that meet user needs for managing and decision-making, and the reports are updated to reflect changing information needs.</p> <ul style="list-style-type: none"> Sufficient resources and expertise exist for the provision of Accounting AP, AR and GL policies and procedures are clearly documented and understood. Client Service standards have been negotiated, documented and are in place and duties are appropriately segregated. Signing authority specimen signature cards are in place to ensure all transactions are properly approved. Transactional documents are complete and properly safeguarded. Month end reconciliations and year end procedures are documented, | | | |
| Financial Services | | | | | | |

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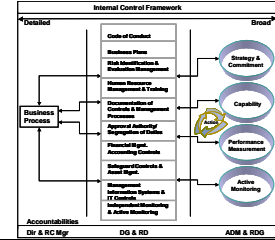
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| (con't) | <ul style="list-style-type: none"> <u>Policy - Financial Management</u> | <ul style="list-style-type: none"> <u>Policies, Information & Standards</u> Policy Development & Implementation Policy Training Policy Interpretation Chart of Accounts Providing Advice on Development of Policies | <p>communicated and followed.</p> <ul style="list-style-type: none"> Transaction processes and standards are routinely reviewed, evaluated and discussed with Clients (RC Mgrs). Accounting activities are routinely monitored, evaluated and improved. <ul style="list-style-type: none"> <u>Financial Policy Management and Standards</u> Financial reporting and accounting policies, procedures, and standards are clearly articulated, documented and understood. Financial management goals and objectives are articulated for each business line, function, region, or responsibility center. Decision-makers and personnel have been trained and understand government | | |
| Financial Services (con't) | | | | | |

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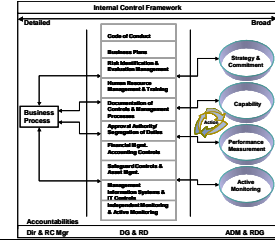
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| Financial Services (con't) | | <p>accounting principles, policies, guidelines, standards, and practices.</p> <ul style="list-style-type: none"> Financial management and control frameworks, policies, procedures, and standards are established for all key business processes, and actively promoted by mgmt. A formal Delegation of Financial Signing Authorities Instrument has been put in place to establish Financial Authorities and limitations. Regional Financial and accounting policies, procedures and standards have been created where required to supplement Departmental policies. Departmental and Regional policies, procedures and standards are clearly documented and promoted. Financial and accounting policy information sessions are routinely offered to Responsibility Centre | | | |

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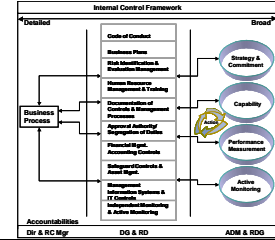
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| <p>Financial Services (con't)</p> <ul style="list-style-type: none"> • <u>Central Agency Submissions</u> | <ul style="list-style-type: none"> • <u>TBS Submissions</u> • Liaison with Central Agencies • Control and Monitoring of TB Submissions • Memoranda to cabinet | <p>Managers and decision makers.</p> <ul style="list-style-type: none"> • Sufficient resources and expertise exist within the department to provide sound policy interpretation and problem resolution in a fair, efficient and effective manner. • Financial and accounting policies are periodically reviewed and updated to reflect a changing environment. • A formal process is in place for obtaining clarifications and interpretations from Central Agencies. <ul style="list-style-type: none"> • <u>TB Submissions</u> are consistent with strategic direction and departmental plans • A rigorous system of review and approval exists of TB submissions • Appropriate levels of | | | |

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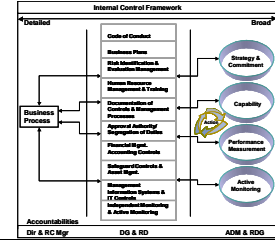
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| Financial Services (con't) | <ul style="list-style-type: none"> <u>Maintaining financial systems</u> | <ul style="list-style-type: none"> <u>Financial Systems Management</u> Management of Financial Software Development of Financial Systems Management of Financial Systems Financial Systems Training User Support | <p>departmental sign-off for MC's</p> <ul style="list-style-type: none"> <u>Financial Management System Controls</u> A standardized financial information technology infrastructure is in place. Financial and operational enterprise resource planning (ERP) systems are integrated and appropriately support business decisions Financial info. technology systems regularly assessed, to ensure appropriate capacity and functionality to support users needs. Sufficient resources and expertise exist for the | | |

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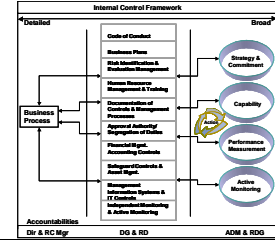
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| | | | <p>provision of sound financial system support and development activities.</p> <ul style="list-style-type: none"> Financial Information technology systems are regularly assessed to ensure appropriate capacity and functionality to support users needs. A formal process for managing the evolution of financial systems is in place. Financial system documentation and training is available and offered to end users. Appropriate system security controls have been put in place to protect the department's financial systems and information. Data integrity and retention issues have been addressed. Financial systems management activities are actively monitored, evaluated and improved. | | | |

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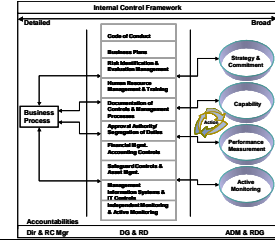
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| Informatics Services Non Program-specific Informatics technology, which supports: <ul style="list-style-type: none"> • Departmental management • Establishing departmental strategic policy directions. • General coordination of international activities and partnerships outside the Department that EC is involved in. • General communications and public outreach activities. • General support services to decision making, management and accountability. Specific Informatics under MAP: <ul style="list-style-type: none"> • Non-specialized desktops used across the Department for accessing e-mail, office automation tools. • All departmental equipment primarily used to support Corporate Applications such as Merlin, HRMIS, GreenLane • Infrastructure used to support national applications services | | | | | |

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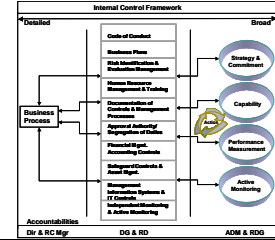
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| Administrative Services | <ul style="list-style-type: none"> Assets, and Building Management services | <ul style="list-style-type: none"> Capital Asset Management Capital Life-cycle Management Surplus and Disposal of Assets Capital Reinvestment Management Quantification and Valuation of Assets for Reporting Purposes Fleet Management | <ul style="list-style-type: none"> Asset Management Sufficient resources and expertise exist for the provision of sound capital asset management services Capital asset management policies and procedures are clearly documented and understood and are current with FIS Standards. Client Service standards for the management of capital assets have been negotiated, documented and put in place A standardized capital asset management information technology infrastructure is in place. Appropriate capital asset systems and procedures are in place to ensure that assets are safeguarded and accurate and reliable information on the management of assets is available to decision-makers. | | | |

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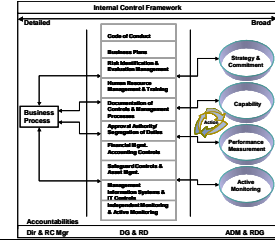
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| | Capital Asset Management - con't | | <ul style="list-style-type: none"> • Appropriate accountabilities have been established and are in place for the provision of full life-cycle management of capital assets • The department has a sound Long Term Capital Planning (LTCP'ing) process that is integrated with the Report on Plans and Priorities and Main Estimates Processes • A documented procedure for capital asset verification is in place and functioning properly. • Duties for capital asset management are appropriately segregated. • Periodic or quarterly capital asset reconciliations are undertaken to validate depreciation charges and capital asset classifications • Periodic and year-end capital asset count / cut-off procedures are documented, communicated and followed and all results are regularly | | | |

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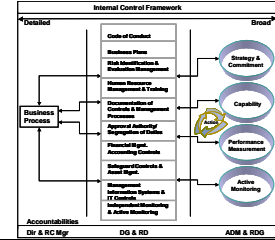
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| Capital Asset Management - con't | | <p>reconciled with the departmental capital asset subsidiary ledger.</p> <ul style="list-style-type: none"> Capital asset transaction processes and standards are routinely reviewed, evaluated and discussed with Clients (Responsibility Centre Managers). Capital Asset management activities are routinely monitored, evaluated and improved. Internal and Auditor General audits are routinely conducted. Financial and operational enterprise resource planning (ERP) systems are integrated with capital asset subsidiary ledgers and appropriately support business decisions. Sufficient resources and expertise exist for the provision of sound capital asset management support and development activities. | | | |

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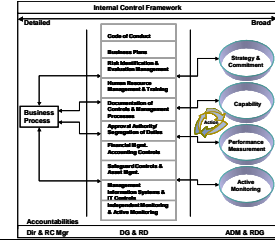
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| | Capital Asset Management - con't | | <ul style="list-style-type: none"> Capital asset management Information technology systems are regularly assessed to ensure appropriate capacity and functionality to support user needs. A formal process for managing the evolution of CA systems is in place. Capital asset management documentation and training is available and offered to end users. | | | |
| Human Resources Services | <ul style="list-style-type: none"> Provision of strategic and transactional advice and support to managers in all areas of human resource management such as compensation, recruiting, staffing, classification, employment equity and planning activities local level Advice and support to employees in relevant H.R. areas such as training, | | | | | |

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| | occupational health and safety and official languages <ul style="list-style-type: none"> Development of national policies and tools | | | | |
| External Communications | <ul style="list-style-type: none"> Develop and disseminate information products and tools on environmental issues to citizens through GreenLane Promote EcoAction and CAP funding programs Respond to requests for information and inquiries from citizens and clients and distribute publications and other information materials Monitor media coverage related to environmental issues and EC | | | | |
| Internal Communications | <ul style="list-style-type: none"> Communicate to and consult with staff on implementation of new policies and management practices Disseminate briefing notes and other information products and tools to staff | | | | |

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| | and Mgmt. | | | | |