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# **Review of Information Technology Service Delivery**

**The Audit and Evaluation Branch**

**September 2014**

**Canada** 

## Key Dates

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Review plan sent to management	February 2013
End of fieldwork	December 2013
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## Glossary / List of Acronyms

ADM	Assistant Deputy Minister
AEB	Audit and Evaluation Branch
BA	Business arrangement
BIRC	Business Improvement Review Committee
CAAR	Corporate Accountability and Administrative Renewal
CIO	Chief Information Officer
CSB	Corporate Services Branch
DM	Deputy Minister
EC	Environment Canada
EMC	Executive Management Committee
FB	Finance Branch
HR	Human Resources
IM	Information Management
IT	Information Technology
ITIL	Information Technology Information Library
SSC	Shared Services Canada
STB	Science and Technology Branch
TBS	Treasury Board Secretariat

## Prepared by the Audit and Evaluation Team

### Acknowledgments

The review team composed of Graça Cabeceiras, Lise Gravel and Kenneth Gourlay, under the direction of Stella Line Cousineau and Jean Leclerc, would like to thank those individuals who contributed to this project and, particularly, those employees who provided their insights and comments.

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## EXECUTIVE SUMMARY

This review was included in Environment Canada's 2012 Risk-Based Audit and Evaluation Plan, recommended by the External Audit Advisory Committee and approved by the Deputy Minister. The objectives of this review were to assess the adequacy of existing and planned Environment Canada governance of its relationship with Shared Services Canada (SSC) and the current level of satisfaction with the IT services provided to the program areas and branches in the department.

The following conclusion is based on the situation as it existed at the time of the review (between April 2012 and December 2013).

Overall, despite the early issues around the communication with stakeholders and confusion about roles and responsibilities regarding the transfer of assets and services to SSC, things have improved. The review concluded that accountability for IT service delivery and the associated governance structures are generally adequate. For instance, the organization's accountability has been formally defined and an oversight body was established. In addition, the creation of an SSC Liaison Office to facilitate business coordination between the departments, and supporting business agreement and operating protocol has helped further clarify roles and responsibilities.

The review also concluded that Corporate Services Branch (CSB) follows a number of best practices for the management and delivery of its IT services. For instance, CSB has developed a catalogue of services which is considered to be a best practice and other departments are duplicating it. Results of the client survey also indicated that staff was generally satisfied with the IT services being delivered. However, issues surrounding better communications and transparency of service standards and processes, such as development, were identified as areas requiring attention.

To address the findings outlined in this report, we present the following three recommendations.

### **Recommendation 1**

*The Assistant Deputy Minister of Corporate Services Branch should review the controls over existing processes for acquiring IT goods/services such as software and hardware to ensure that they are still relevant.*

### **Recommendation 2**

*The Assistant Deputy Minister of Corporate Service Branch should, in consultation with CSB's clients, review its service catalogue to bring better clarity over the type of services that are available and how they can be accessed.*

### **Recommendation 3**

*The Assistant Deputy Minister of Corporate Services Branch should improve the monitoring of performance against service standards and report back to governance committees and clients on a regular basis.*

**Management Response**

Management agrees with the recommendations. The detailed management response can be found under Section 2 of this report.

# 1 INTRODUCTION

This engagement was included in Environment Canada's 2012 Risk-Based Audit and Evaluation Plan recommended by the External Audit Advisory Committee and approved by the Deputy Minister.

Information Technology (IT) Service Delivery was identified through Audit and Evaluation Branch's (AEB) annual planning exercise and consultations with the program areas, as a high risk in the context of the creation and transfer of IT services to Shared Services Canada (SSC). In the run-up to the creation of the new department, and during the first few months of the transition, recurring concerns were raised by senior managers regarding the transfer of functions to SSC and the resulting potential impact on programs.

## 1.1 Background

Corporate Services Branch (CSB) is responsible for providing leadership and delivering quality services and support to Environment Canada programs and priorities. This support is categorized in five main streams: Information Management, Information Technology, Assets and Material Management, Security, and Real Property services. As such, CSB is responsible for managing a host of different services, including: applications development and support meeting specific needs of the department; database design; web development and support; IT service desk support at multiple levels; IT security including threat prevention, threat and risk assessments and others. By providing strategic vision and management direction for the delivery and support of IT solutions, CSB supports program managers across the breadth of these service offerings.

All of the programs that Environment Canada (EC) delivers to Canadians, and especially Meteorological Services and Environmental Stewardship, are critically dependent upon IT services. Among other things, these IT services allow EC to provide Canadians with severe weather warnings; monitor harmful chemicals in the environment; and perform the analysis required to determine the source of those chemicals.

The IT services that support program activities have traditionally been delivered within the department; however, since November 2011 many of these services are being delivered by SSC.

SSC was created on August 4, 2011 to fundamentally transform how the Government of Canada manages its IT infrastructure and provide an enterprise-wide approach to email, network and datacentre services. It brought together people, technology resources and assets from 43 federal departments and agencies to improve the efficiency, reliability and security of the Government's IT infrastructure. SSC's mandate is to maintain operations and provide business continuity, generate savings by optimizing, consolidating and standardizing and to transform the current IT infrastructure for the Government of Canada into one that is modern, reliable, efficient and secure.

The Deputy Minister of EC remains fully accountable for delivering the department's mandate and its environmental programs and services. The delivery of this mandate is dependent to a significant extent on IT services that are being provided by SSC. As

such, CSB is responsible for managing the relationship between EC and SSC as well as identifying the needs of the department and ensuring proper coordination.

In response to concerns regarding EC management and coordination of the transfer of functions to SSC and the resulting potential impact on programs, Executive Management asked internal audit to consider IT service delivery in the context of their risk-based audit plan. They felt that this would assist the department in identifying IT service delivery issues and minimize any impact on the delivery of services to Canadians.

## **1.2 Objectives and Scope**

### **Objectives**

To assess the adequacy of existing and planned EC governance of its relationship with SSC for ensuring that critical IT services are delivered in a way that respects EC's business continuity requirements for its programs and branches.

To assess the current level of satisfaction with the IT services provided to the program areas and branches in the department; and whether the department's level of satisfaction was impacted since the creation of SSC.

### **Scope**

The scope of this review focused on the adequacy (timeliness and quality) of IT services being provided or coordinated by EC. For further clarity, when reviewing the adequacy of services being provided, we focused on the client's satisfaction with the services and, where the service was provided by SSC, assessed how CSB governs and coordinates the relationship with SSC to help ensure client satisfaction. This review did not include any work related directly to SSC which would be outside EC's jurisdiction.

While this review covered IT service delivery during the period of April 1, 2012 to December 2013, an employee survey, on which some of the observations and results of this review are based, was conducted during June-July 2013. In addition, while the review covered IT services delivered to the entire department, the review work was carried out mainly in the National Capital Region complemented with teleconferences for regional participation.

Annex 1 describes the review methodology and criteria used in the conduct of this review.

## **1.3 Statement of Conformance**

This review conforms to the Internal Auditing Standards for the Government of Canada, as supported by the results of the quality assurance and improvement program, and applied in the context of a review.

In our professional judgement, sufficient and appropriate procedures have been conducted and evidence gathered to support the accuracy of the conclusions reached and contained in this report. The conclusions were based on a comparison of the situations against the review criteria, as they existed at the end of the fieldwork in December 2013.



## 2 FINDINGS

### 2.1 Governance and Coordination of the Relationship with SSC

EC has undergone significant governance changes in the past few years resulting in the implementation of an entirely new departmental governance structure, including the elimination of the EC boards, the creation of CSB,<sup>1</sup> staff and budget reductions due to recent budgets and the transfer of some of its IT operations from EC to SSC.

As previously mentioned, SSC was created in August 2011 to fundamentally transform how the Government of Canada manages its IT. All departments included in this transformation were required to enter into a collaborative relationship with SSC for the provision of IT services in the areas of e-mail, network and data centre management and support. When an organization enters into a collaborative relationship with another organization, some of the minimum stewardship requirements are that accountabilities for the relationship be formally defined; oversight committees be established; the mandate be circulated and information received by oversight committees; and strategic direction and objectives be established.

While the Orders in Council that created SSC were in place early in the process, the accountabilities were not formally agreed upon until a Business Arrangement (BA) and a supporting Operation Protocol (OP) between the Deputy Heads of the two departments was signed in November of 2012. The BA is a high-level agreement between both organizations that clearly identifies the roles and responsibilities and sets forth the partnership between EC and SSC. The BA speaks to the general governance of the relationship. In particular, it defines dispute resolution procedures and direct issues to the SSC Liaison Office as a first point of contact. The Director General of Infrastructure and Operations and EC's Chief Information Officer (CIO<sup>2</sup>) are identified in the escalation procedures if required. It further requires that bi-lateral meetings between the two Deputy Ministers be held at least once per year to discuss the implementation of the arrangement and requires that EC actively and collaboratively participate in governance processes, bodies and activities as defined and led by SSC.

The Operating Protocol signed between SSC and EC is one of only a handful of agreements established between SSC and its partners. It specifies additional critical services (e.g., supercomputer support, business continuity and incident management, etc.) that SSC must continue to deliver in support of EC's mission critical applications and services. The OP ensures that mechanisms are in place to ensure business continuity in the event of an IT service failure.

The review noted that the Assistant Deputy Minister of CSB was given the lead role in managing the relationship with SSC at EC. The daily coordination and liaison function was primarily performed by the SSC Liaison Office created in June 2012 within the Infrastructure and Operations Directorate of CSB. More specifically, the SSC Liaison Office is responsible for ensuring business coordination between the departments; advocating on behalf of departmental priorities; and ensuring a strong collaborative

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<sup>1</sup> CSB was reorganized in 2011 when the CIO branch was merged with the directorate providing corporate services functions in Finance and Corporate into a new organization.

<sup>2</sup> In EC, the CIO is also the ADM of the Corporate Services Branch and in relation to IT service delivery, these terms may be used interchangeably.

partnership between the departments. This coordination role includes the negotiation of agreements between both departments; the establishment of governance bodies, mechanisms and protocols in supporting program priorities; and the establishment of processes that ensure business continuity across the department.

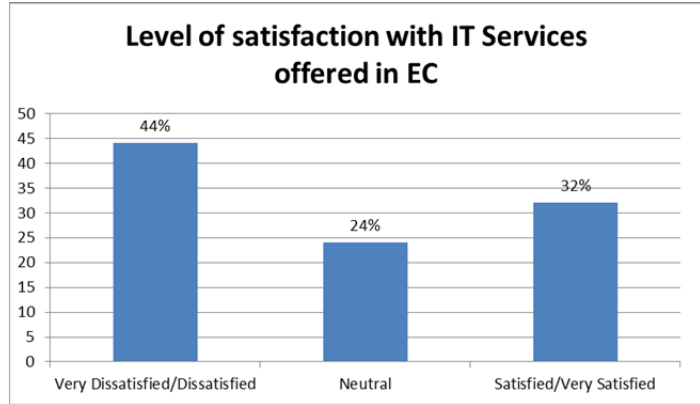
The review also noted that it would have been preferable to define service expectations as the basis for effective coordination between EC and SSC with a service level agreement to mitigate the risk of disruption to EC internal and external services. However, based on its government-wide mandate, SSC's objective is to fully normalize service levels across the enterprise, to the point where all – or the vast majority – of partner organizations are supported by a signed service standard. This standard will likely represent the highest common denominator among individual business requirements. Until such time, the BA and OP articulate that services provided by SSC are to be delivered at a level not lower than that supported internally prior to the creation of SSC.

Prior to the signing of the BA, a number of service delivery issues, such as inadequate communication with stakeholders, confusion about roles and responsibilities and confusion about what assets were being transferred to SSC were raised by branches and programs. In response to these concerns, the mandate of the Corporate Accountability and Administrative Renewal (CAAR) Committee was reviewed to ensure that for items involving SSC matters, the meeting invitation would be extended to other Branch heads as necessary to ensure a departmental position is generated, thus improving internal communications related to service delivery. In addition, EC created an SSC Liaison Office, a model that has been highlighted by the Deputy Minister in his Year in Review for 2012-2013.

Overall, the review noted improvements regarding accountability for IT service delivery and the associated governance structures, despite the early issues with the transfer of assets and services to SSC. While issues regarding voice and data communications have been largely resolved, this area remains a concern for senior management having to deliver on critical services.

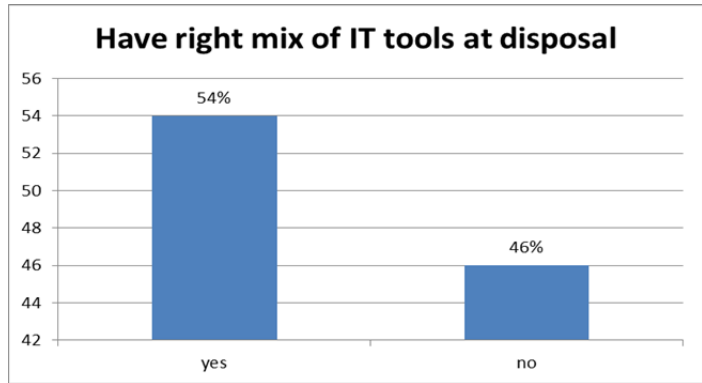
## 2.2 Client Satisfaction with Service Delivery

With the transfer of key IT services to SSC, we felt that it would be appropriate to canvass EC managers to find out which IT services they use and establish how they access these services, their expectations for the services they received and their current level of satisfaction with the services that are delivered. A survey was sent to a stratified random sample of 100 managers (EX-minus 1s or above) ensuring coverage of all branches and regions; the survey was supplemented with a judgmental sample of 10 other participants who were known consumers of development services. The survey was responded to by over 90% of the invitees or 99 respondents. Where analysis of the survey results raised questions, post-survey interviews were scheduled with the respondents to explore the questions further.

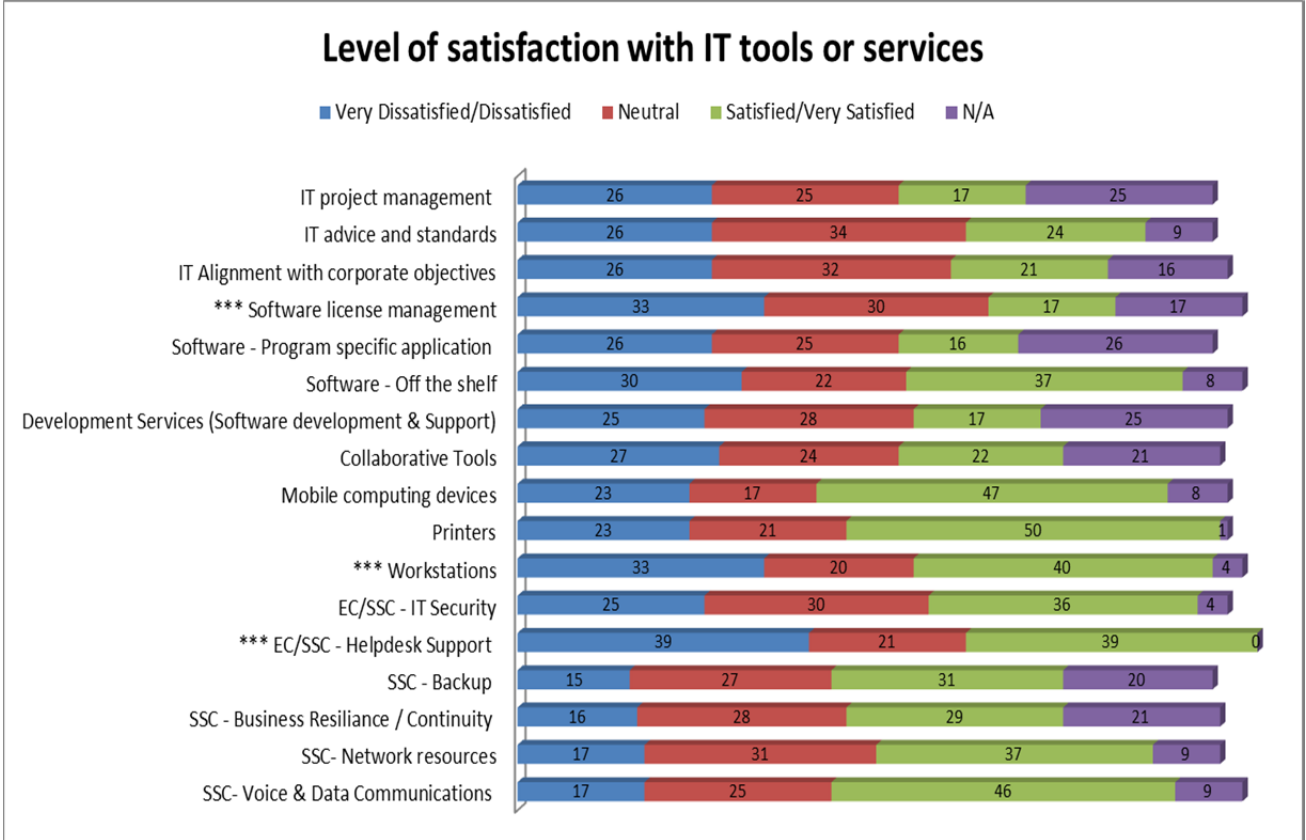


### EC Service Delivery Satisfaction

The employee survey presented mixed results and messages regarding clients' satisfaction with IT services. For instance, the survey showed that 44% of the respondents were generally dissatisfied with CSB's delivery of IT services, while 54% felt that they had the right mix of IT tools and services at their disposal.



To further explore and clarify the results, respondents were asked to rank their level of satisfaction with the different IT tools or service. The following table on the page presents the responses.



According to these results, a good proportion of respondents stated that they are satisfied or very satisfied with the service level of IT tools and/or services. It should be noted that a large proportion of respondents had a neutral opinion or indicated this tool or service was not applicable to their situation. The help desk support service, workstations and software license management were however the services sharing the highest level of dissatisfaction.

The main reason for dissatisfaction identified in the survey and post-survey follow-up interviews for these services was the time it takes to procure/process items. Respondents identified the processes for acquiring workstations and software as requiring a lot of work on the part of clients and often taking a long time to produce results. Respondents also noted that many of the steps in the processes seem arbitrary; for example, it takes just as long to get approval to acquire another copy of an already approved software (a low risk) as it does to get approval to acquire the first copy of some non-standard software (a higher risk). CSB management has indicated that the level of dissatisfaction may also be partially explained by the fact that since 2012, SSC has assumed responsibility for many software packages and technology devices. As a result, EC can no longer procure them without dealing with SSC which adds to the time required to procure them.

An analysis of the written comments also identified the lack of communications, transparency and service standards as some of the reasons for dissatisfaction. Some respondents said that even with the service catalogue, they didn't know how to get requests into the queue for service. Further, respondents expressed frustration about the lack of communications regarding requests for service that were already in the queue.

Some noted that once a request had been submitted, it was difficult to find out where it was in the queue and when they could expect results.

In post-survey interviews with respondents, it also became clear that the lack of service standards, key indicators, genuine escalation procedure and flexibility in the provision of services were also a large part of the frustration.

Standards were generally seen as a good thing if they were used to provide consistently high-quality services. Respondents sometimes perceived standards as hurdles that needed to be jumped to accomplish their goals. Service providers, on the other hand, noted that clients need to understand what standards exist, and accept those standards unless there is a viable business argument for asking for an exemption to the standards.

When analyzing the write-in responses for voice and data communications, it became clear that problems getting bills paid, threats of having services cut-off and general bandwidth problems were the main issues of concern. Post-survey interviews indicated that the issue was largely an artefact of the initial confusion about what telecommunications services were being taken over by SSC. This initial confusion led to delays in paying bills that caused considerable stress to the program areas. This problem has now been largely resolved (although not completely according to some of the managers interviewed).

Two services/tools that were requested in a number of write-in survey responses were the need for a protected B enclave for the storage and transmission of scientific data, and the need for a facility for sharing information easily and securely with external partners like universities, other federal government departments and provincial government departments.

### **Recommendation 1**

*The Assistant Deputy Minister of Corporate Services Branch should review the controls over existing processes for acquiring IT goods/services such as software and hardware to ensure that they are still relevant.*

### **Management Response:**

Agree. CSB is currently reviewing its governance with respect to the acquisition of goods and services in light of the transfer of responsibility for “workplace technologies to SSC in 2013-2014.

### **SSC impact on service delivery**

When asked about whether they had noticed a change in the level and/or quality of service received since the transfer to SSC, fifty-three percent (53%) of respondents indicated that they noticed changes.

Base on the survey response, the review was unable to determine whether the dissatisfaction stems from recent events or from events immediately after the creation of SSC.

## 2.3 Management of Service Delivery

CSB uses the TBS policy on the “*Management of IT*” as well as the IT Infrastructure Library (ITIL) as the framework to manage the delivery of the services they offer. The ITIL is an internationally recognized set of practices for IT service management that focuses on aligning IT services with the needs of business. It describes processes, procedures, tasks and checklists that are used for establishing integration with the organization's strategy, delivering value and maintaining a minimum level of competency. It allows the organization to establish a baseline from which it can plan, implement and measure. It is used to demonstrate compliance and to measure improvement.

We also observed that CSB has organized its IT function according to the model developed for large departments by the Community and Collaboration division within TBS. We also noted that Operations have consolidated all of the service desks across the country under a single umbrella group. Users now access all front-end IT services, such as workstation or printer support, using the same contact number and e-mail address regardless of where they are located. Services that are requested are now recorded using a single system of record and resolved using the same tools and standards.

### Identification of IT services, service standards and accessibility

In the context of this review, we expected to find that clients know what services are available, know how to access them and know what level of service to expect.

The review noted that CSB has developed and published a catalogue of services on the departmental intranet site. This catalogue has been presented at a number of fora, including to the Executive Management Committee as well as to other government departments. This catalogue has been generally well received by senior managers within and outside of the department and its availability is considered to be a best practice. A number of other departments are preparing their own catalogues based on EC's model.

While the catalogue has been generally well received, we observed that the version in place during the conduct of this review had a number of weaknesses. For instance, it is not always clear about how services can be accessed; service levels are not consistently available; and, where service levels do exist, it is not entirely clear what they actually mean.

Interviews with managers indicated that familiarity with the catalogue is mixed. Some managers were very familiar with the catalogue while others had never heard of it. Write-in responses to our survey and follow-up interviews indicated that some managers remain unsure how to request the IT services that they require from CSB.

Despite this issue, the review concluded that services have generally been adequately identified; however, CSB should continue to highlight the availability of its services and should continue to improve the catalogue to make it clearer how to access the services that are offered and ensure that service standards are more meaningful.

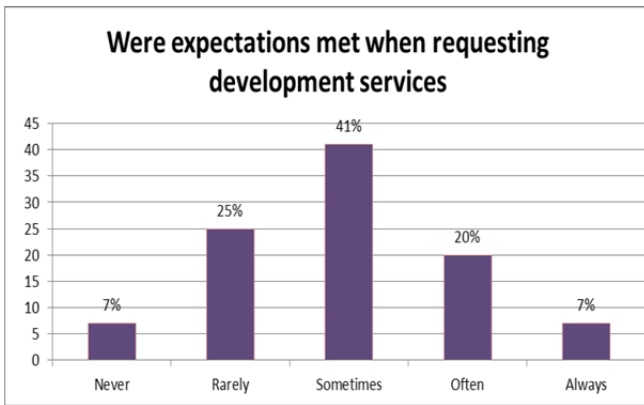
**Recommendation 2**

*The Assistant Deputy Minister of Corporate Service Branch should, in consultation with CSB’s clients, review its service catalogue to clarify the type of services that are available and how they can be accessed.*

**Management Response:**

Agree. The catalogue has become a key product in support of our service delivery and has been well received by clients. In May 2014, we expanded the catalogue to include services offered by other Internal Service organizations and have renamed it as the “EC Employee Services Catalogue.”

**Development service priorities, availability and delivery**



In the context of this review, we were expecting to find that IT development activities are aligned with departmental priorities and were being guided by the business units. We also expected to find that development activities were being monitored to ensure timely delivery of the services within budget.

We observed that CSB uses a number of internal committees to help manage the delivery of its

services. Of these committees, the ones that are most directly related to IT service delivery are the Business Improvement Review Committee (BIRC, which ensures that development investments are aligned with departmental priorities) and the Project Oversight Committee (which provides oversight to major enterprise projects).

Created in 2011, the BIRC included representatives from all branches and was supported by the portfolio managers for each of the branches and programs. Its mandate was expanded in 2012 to include management of all requests for development and support services.

Over half of our survey respondents (48 respondents) reported having used development or maintenance services. Of these, most (68%) indicated that their expectations were either met sometimes, often or always. Those who indicated their expectations were not being met either rarely or never (32%) also reported that the top reasons for dissatisfaction were communications, transparency, the amount of work required to get a project into the queue, the time it takes to get work done once the project is in the queue and the way that staff are assigned to the development activities. When asked about the consequence of them not being met, they mostly reported having been less efficient or less effective in providing these core services.

During post-survey interviews, a number of respondents indicated frustration with CSB portfolio managers regarding the lack of communication about the timing or cost of their projects. This lack of communication resulted, at times, in projects being delayed in CSB until it was too late to find an external resource to carry out the work.

In addition, a number of respondents used write-in comments to say that they need access to development services that know their business better. This was confirmed with post-survey follow-ups where respondents clarified that when an IT service provider has a better understanding of the business being carried out, the results of the development are always better.

Finally, we did not find evidence of a genuine escalation procedure to handle service tickets that are too long in the queue or that require the assignment of more senior resources than is the norm.

The review noted that the BIRC has undertaken a number of initiatives to address these issues. In September 2013, a new set of tools (a dashboard) was developed to address the issue of transparency. The new tools provide a visual snapshot of the status of projects that identifies their priority, their nature, and whether they are on track or not. Good communications and transparency around process are clearly critical components to increasing client satisfaction. We find that while the new BIRC dashboard has tremendous potential for improving communication and transparency, it is too early to conclude on its efficacy.

### **Monitoring of services standards and performance**

Service standards provide a practical way to manage performance and help shape the expectations of clients regarding the services being delivered. In the same vein, monitoring client's satisfaction allows you to collect information that can help improve business processes.

As previously mentioned, a service catalogue has been developed in which expected service standards for each service are identified. This catalogue is easily accessible by employees on the intranet. Although the catalogue is silent about how often each service standard is expected to be met (e.g., what percentage of the time a request is responded with the timeframe identified in the service standards), such targets have been presented to EMC in May 2013. As well, management advised us that the ultimate target is to have 100% of service standards met.

In addition, we found little evidence that CSB is using its operational systems (e.g., the service desk ticketing system) to produce service statistics which could be used to report on whether existing standards are being met and at what frequency.

In terms of monitoring clients' satisfaction with the IT services that it offers, CSB has begun an annual process of surveying its clients to gauge satisfaction with the services being provided. This survey, which is seen as a good practice, focuses on issues of courtesy, efficiency and effectiveness.

Overall, we concluded that CSB should consider doing more analysis of its operational data in order to better track performance against service standards. This information could supplement the results of its annual satisfaction surveys.



**Recommendation 3:**

*The Assistant Deputy Minister of Corporate Services Branch should improve the monitoring of performance against service standards and report back to governance committees and clients on a regular basis.*

**Management Response:**

Agree. CSB instituted the first annual Client Satisfaction Survey in the spring of 2013 to gauge clients' views on the Branch's performance, in addition to the reporting available through the Branch's internal systems on service standards.

### **3 CONCLUSION**

The following conclusion is based on the situation as it existed at the time of the review (between April 2012 and December 2013).

The review concluded that EC's governance of its relationship with SSC is generally adequate. For instance, the organization's accountability has been formally defined and an oversight body was established. In addition, the creation of an SSC Liaison Office for ensuring business coordination between the departments and supporting business agreement and operating protocol has helped further clarify roles and responsibilities.

While CSB follows a number of best practices for the management and delivery of its IT services, results of the survey regarding clients' level of satisfaction were mixed. Issues pertaining to accessibility of services, acquisition processes and monitoring and reporting on performance were identified as areas requiring attention.

#### **3.1 Subsequent Event:**

Since the completion of the field work of this review, the Corporate Accountability and Administrative Renewal committee referred to in Section 2.1 has been replaced with the Corporate Transformation Oversight Committee. No additional work has been done to assess whether this change could have had an impact on the results or conclusion of this review.

## Annex 1 Review Methodology and Criteria

### Methodology

The review had two major components.

- 1 Governance and processes were reviewed using a combination of approaches:
  - document review
  - interviews with service providers
  - and selected survey questions with clients
  
- 2 Client satisfaction with received IT services established using a combination of:
  - analysis of the results of a mandatory survey
  - post survey interviews with respondents
  - validation interviews with service providers

The survey was sent to stratified random sample of 100 managers (EX-minus 1s or above) ensuring coverage of all branches and regions and it was augmented a judgmental sample of 10 other participants that were known consumers of development services. The survey was conducted between June and July of 2013 and despite the holiday schedule was responded to by over 90% of the invitees. Where analysis of the survey results raised questions, post-survey interviews were scheduled with the respondents to explore the questions further.

### Criteria

#	Criteria	Source <sup>3</sup>	Met / Not Met?
	Objective 1: Assess EC's Governance of the relationship with SSC		
1.1	The organization's accountability in support of collaborative initiatives is formally defined.	CMC-AC4	Met
1.2	Effective oversight bodies are established	CMC-G1	Met
1.3	Mandate of oversight bodies communicated	CMC-G2	Met
1.4	Strategic direction & objectives are established	CMC-G3	Met
1.5	Operational plan in place to achieve objectives	CMC-G4	Met
1.6	External & internal environment monitored	CMC-G5	Met
1.7	Oversight body receive information	CMC-G6	Met
1.8	Use of IT is guided	CMC-G7	Met

<sup>3</sup> CMC refers to the core management controls in MAF; CB4.1 refer to COBIT version 4.1 where COBIT stands for Control Objectives for Information and related Technology. The numbers and letters after the hyphen in the reference refer to the indicator in each of those references.

1.9	Risk Reviews are conducted	CMC-G8	Met
1.10	Performance measures for planned results	CMC-RP2	Met with minor issues
1.11	Performance is monitored	CMC-RP3	Met with minor issues
1.12	Existing controls to manage risk are identified	CMC-RM3	Not assessed
1.13	Appropriate communication with stakeholders (internal and external)	CMC-RM6	Met
1.14	Continuity plans exist	CMC-ST19	Met
	<b>Objective 2: Assessing Departmental Satisfaction with IT Services</b>		
2.1	All available IT services are identified	CB4.1-DS1	Met
2.2	Service standards exist	CB4.1-DS1	Met with minor issues
2.3	Managers know how to access available services	CB4.1-DS1	Met with minor issues
2.4	Cost recoverable services are delivered according to a published costing model	CB4.1-DS1	Not assessed
2.5	Priorities for service delivery are established in a defined and transparent manner	CB4.1-DS6	Met with minor issues
2.6	Services are available when required	CB4.1-ME1	Met with minor issues
2.7	Services are delivered on-time and on-budget	CB4.1-ME1	Met with minor issues
2.8	Service Standards are being monitored and reports are presented to and discussed with Stakeholders	CB4.1-ME1 CB4.1-DS1	Met with minor issues
1.10	Performance measures for planned results	CMC-RP2	Assessed as part of 2.7
1.11	Performance is monitored	CMC-RP3	Assessed as part of 2.8