

IBM Finance Forum 2011

Ottimizzare le previsioni
per migliorare i risultati aziendali

Una piattaforma enterprise per gestire e migliorare le iniziative di Governance, Risk e Compliance

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Salvatore De Masi – Deloitte
Andrea Magnaguagno - IBM

- La spinta a migliorare i processi di governance, risk management e compliance (**GRC**) è diventata un fattore critico di successo e soprattutto di sopravvivenza.

Normativo

- Continua e crescente evoluzione normativa:
 - Prescrizioni del Codice di Autodisciplina
 - Obblighi di compliance ex. L. 262/05
 - Responsabilità amministrativa dell'ente ex. D.Lgs. 231/01,
 - Responsabilità in materia di Privacy ex. D.Lgs 196/03,
 - Basilea II

Di business

- Scenario economico complesso e dinamico
- Incremento delle funzioni, degli attori, di ruoli coinvolti
- Incremento significativo dei costi per la gestione dei rischi e del sistema di controllo interno
- Risk management defocalizzato dal business e non adeguato a supportare il processo decisionale strategico ed operativo

Le nuove esigenze

L'approccio alla governance, risk management e compliance (**GRC**) si focalizza sui seguenti *driver*:

- Visione unitaria ed integrata del sistema di controllo interno e del sistema di gestione dei rischi
- Risparmio di costi connessi alla riduzione di ridondanze, sovrapposizioni ed inefficienze
- Sinergie nella gestione dei sistemi di controllo
- Integrazione del risk management nei processi di business nel sistema di controllo interno ed a supporto del processo decisionale
- Trasparenza, affidabilità, tempestività, accuratezza delle informazioni gestionali ed economico-finanziarie

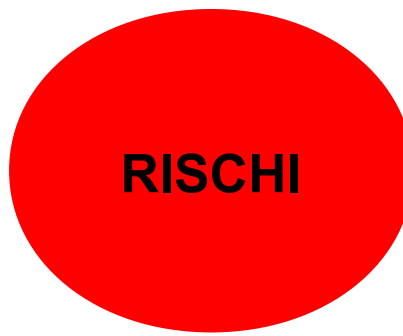
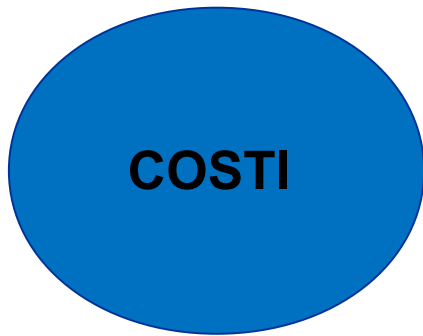
I costi del sistema di controllo interno

- Deloitte, sulla base propria esperienza progettuale e di benchmark di mercato, identifica tre macro tipologie di costi legati alla gestione del sistema di controllo interno:
 - **Investimenti di set up:** costi una tantum sostenuti per l'allestimento e/o documentazione del sistema di controllo alla luce delle diverse esigenze normative
 - **Costi ricorrenti:** costi sostenuti per la manutenzione on-going del sistema di controllo interno
 - **Costi organizzativi:** costi legati al coinvolgimento di referenti di processo a supporto degli attori del controllo



La gestione del GRC: obiettivi

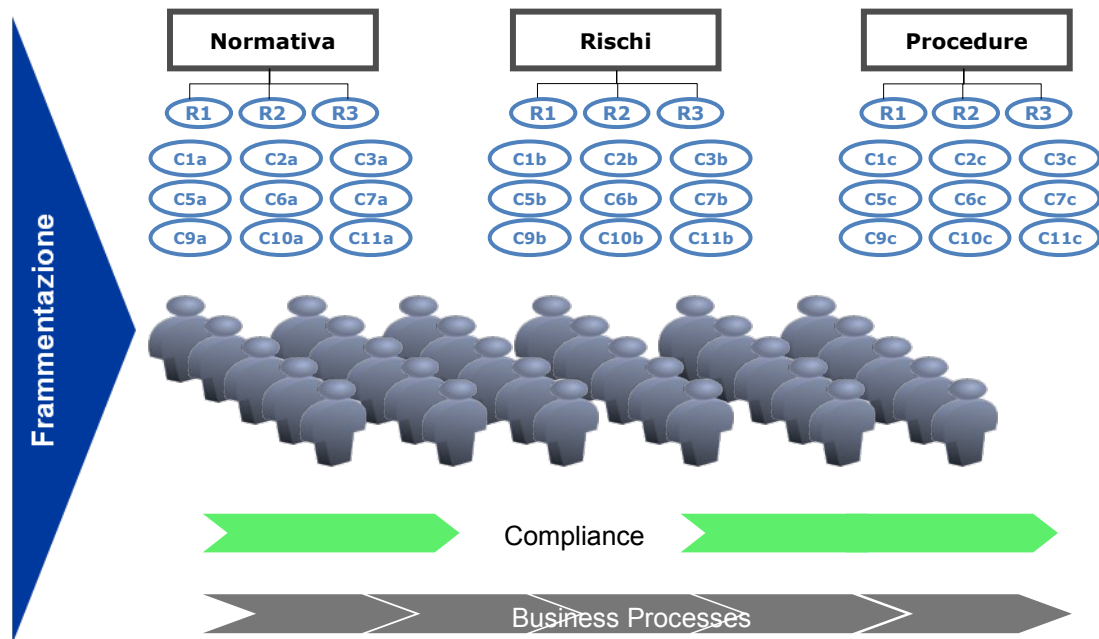
- L'obiettivo di un processo di GRC efficace ed efficiente è raggiunto bilanciando i costi, i rischi ed il valore del sistema di controllo interno:



- | | | |
|---|--|--|
| <ul style="list-style-type: none"> ▪ Duplicazione e ridondanza ▪ Costi per la gestione del sistema di controllo interno significativi ▪ <i>Skill e compensation</i> non allineati agli obiettivi di gestione del rischio | <ul style="list-style-type: none"> ▪ Rischi «chiave» non allineati alle strategie aziendali ▪ Rischi «chiave» non gestiti in modo efficace ed efficiente ▪ Risk Management non supporta le decisioni aziendali strategiche ed operative | <ul style="list-style-type: none"> ▪ L'impatto dei rischi sulla performance aziendale non considerato attraverso analisi di scenario ▪ Assenza di coordinamento tra le funzioni e processi di gestione del rischio |
|---|--|--|

La visione Deloitte da un approccio a “Silos”...

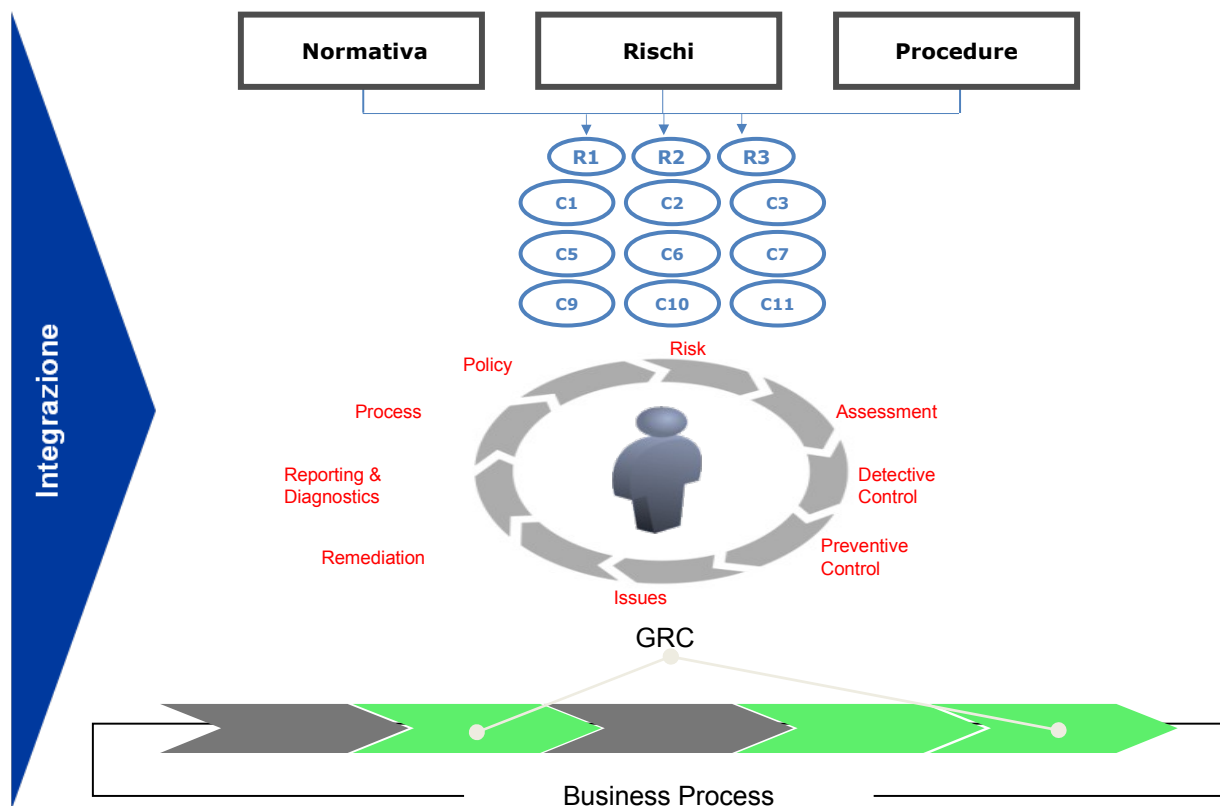
Un sistema di GRC non integrato riduce valore, accresce sia i costi che l’esposizione ai rischi aziendali



In tale contesto, le decisioni prese dal Management sono spesso basate su un processo di gestione dei rischi e della compliance creato all’interno dell’azienda da parte di numerosi soggetti che tuttavia si basano sulle medesime informazioni di volta in volta elaborate in maniera diversa.

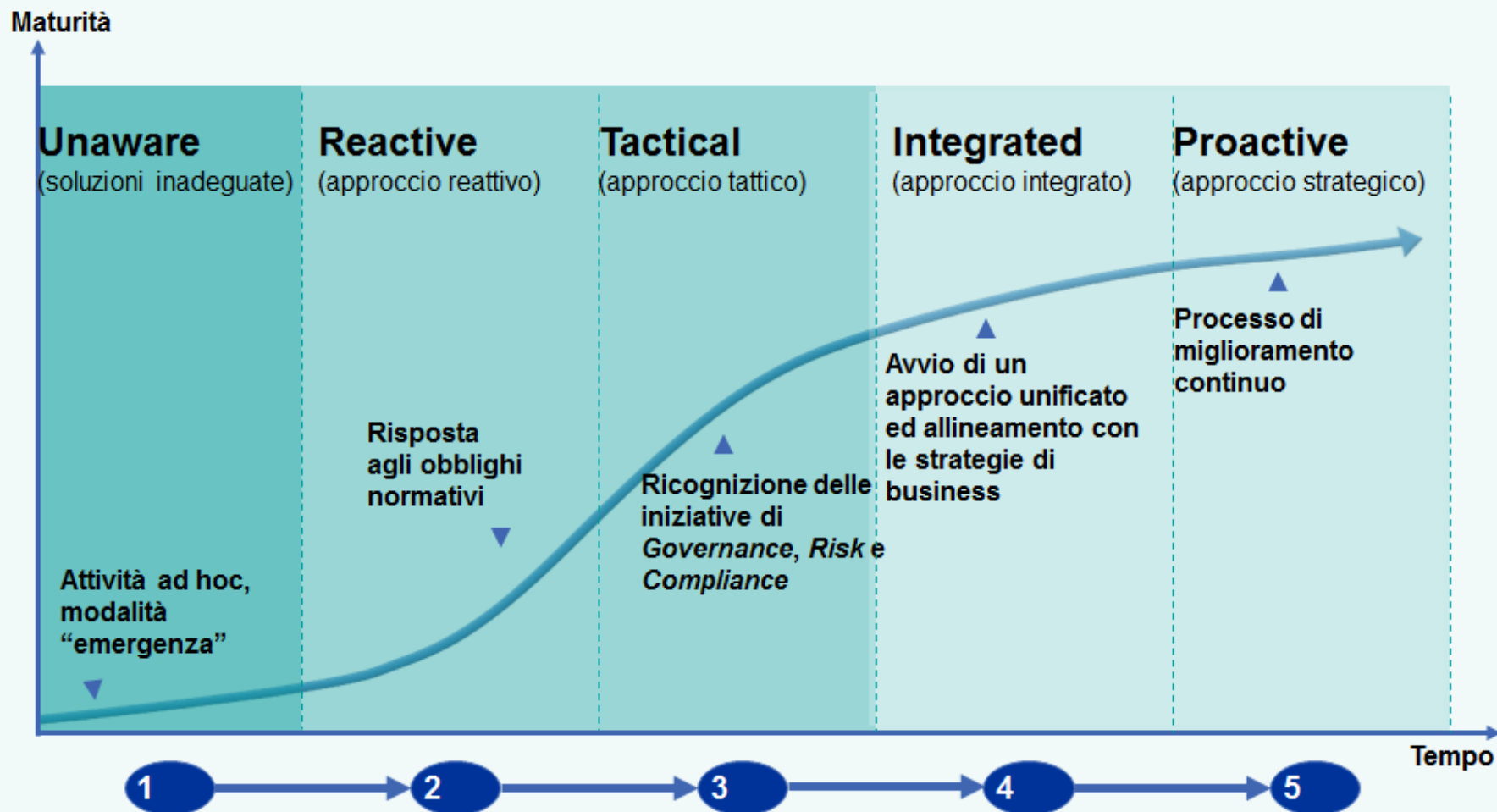
....verso il sistema di controllo integrato

Assess once. Test once. Satisfy many.



L'approccio integrato riduce la complessità del sistema di controllo, ne ottimizza le risorse e genera un risparmio dei costi per la compliance.

Il Maturity Model



Dove posizionereste la Vostra Azienda?

Approccio metodologico verso il GRC integrato

1. Diagnosi AS IS del GRC

2. Disegno soluzione TO-BE

3. Piano operativo

ENTERPRISE RISK MANAGEMENT PROGRAM

Governance

- Diagnosi finalizzata ad identificare il livello di maturità del sistema di GRC attraverso il tool di self assesement sviluppato da Deloitte («GRC Maturity Model)

- Definizione della GAP Analysis comparando lo stato corrente emerso alla best e/o industry practice

- Predisposizione di un piano operativo

Processi

- Intervista di altri «users» rappresentativi (HR, Legal, IT etc) di informazioni/dati rilevanti

- Analisi di dettaglio dei gap emersi nel corso della fase di diagnosi e per le opportunità selezionate identificare potenziali benefici attesi futuri (qualitativi e quantitative)

- Validazione del piano operativo per identificare le iniziative da prioritizzare per raggiungere lo stato futuro atteso

Risorse

- Analsi competenze e skills delle funzioni risk e flussi di reporting

- Definizione dello stato futuro atteso sulla base dello stato corrente emerso

- Sviluppo di una «road map» per implementazioni azioni

Sistemi

- Identificazioni di ridondanze e sovrapposizioni nei process

- Validazione dello stato futuro atteso

Organizzazione

PIATTAFORMA TECNOLOGICA GRC

CHANGE MANAGEMENT/ PROJECT MANAGEMENT : Metodologia – Comunicazione – Gestione progettuale – Strumenti

GRC INTEGRATO

Le leve per la trasformazione del GRC

Governance & Organizzazione

- Analisi e ridisegno della struttura di Governance
- Analisi flussi informativi e modelli di reporting
- Programmi a livello Enterprise (Enterprise Risk Management)

5-10%

Potenziale recupero di efficienza derivante dall'ottimizzazione della struttura organizzativa

Processi ed attività

- Analisi della struttura di GRC e determinazione dei costi di controllo
- Razionalizzazione dei controlli chiave
- Analisi e valutazione del livello di integrazione dei ruoli tra le diverse funzioni

15-20%

Saving potenziale associato a benchmarking e review delle metodologie / attività

Sistemi

- l'implementazione di una piattaforma comune
- Dashboard e reports ottenibili dalla stessa piattaforma

5-10%

Saving potenziale e recupero efficienza per utilizzo piattaforma comune GRC

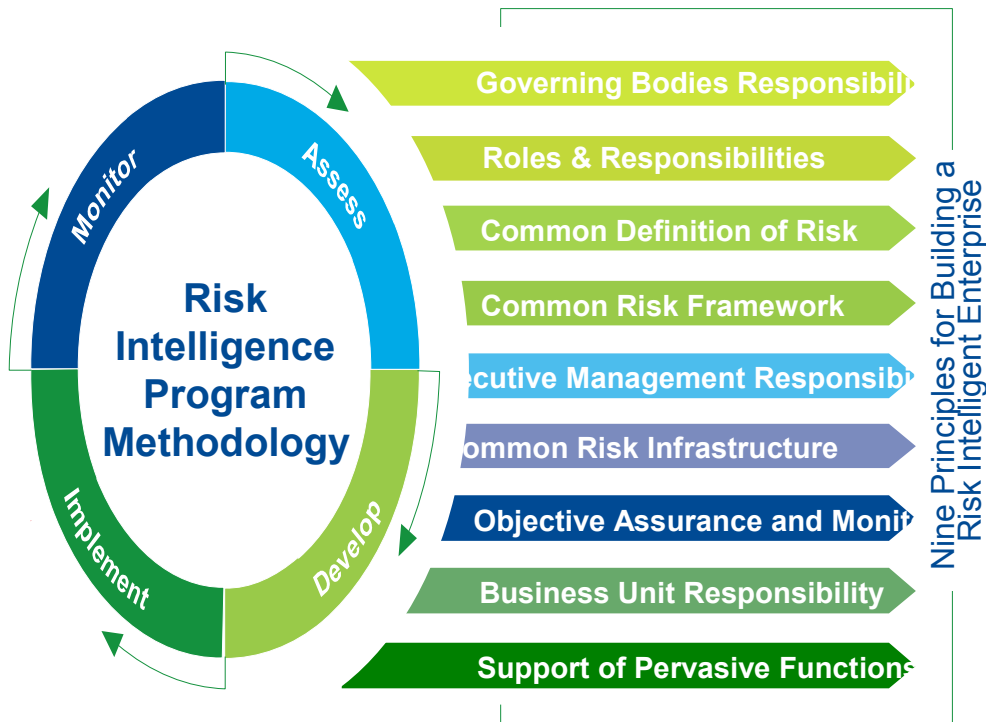
Il modello evolutivo del sistema di controllo interno



Approccio metodologico Deloitte

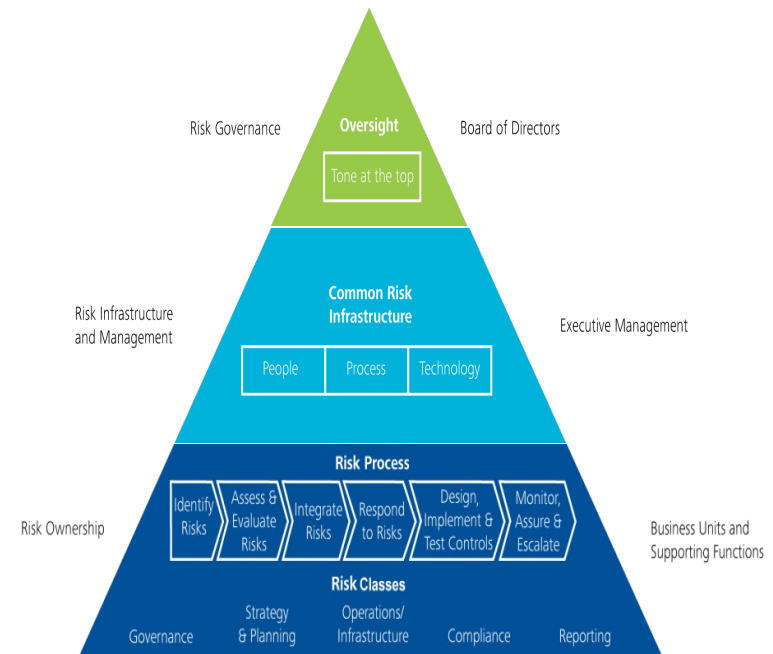
Risk Intelligence Program Methodology

Il framework di Risk Intelligence Deloitte permette l'implementazione e la rivisitazione dei principi di Governance e Risk Management aziendali, contenendo al proprio interno elementi organizzativi, strumenti e tecnologie necessari a supportare l'implementazione di un Modello ERM. Tale Framework identifica nove i criteri fondamentali a cui le aziende dovrebbero ispirarsi per l'implementazione di un programma efficiente di Risk Management e di controllo.

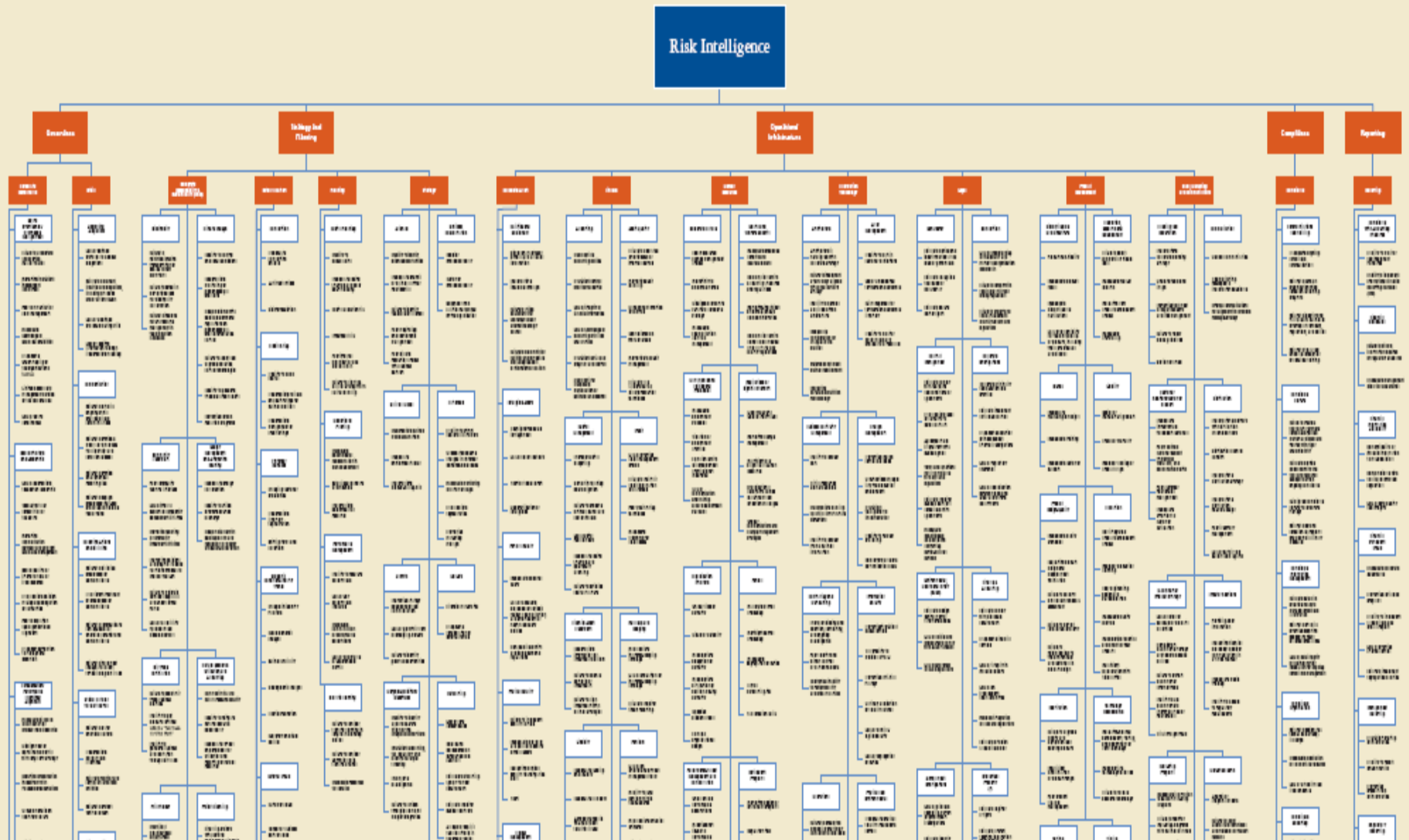


The Risk Intelligence Enterprise

L'impresa "Risk Intelligent" è quella che adotta un approccio di gestione e governo del rischio focalizzato sui rischi inerenti al business (strategici, operativi, finanziari e di compliance), che è integrato nel processo decisionale strategico ed operativo e che permette il miglioramento della performance aziendale.



Tool diagnostici ed acceleratori di progetto: Risk Intelligent Map



Tool diagnostici ed acceleratori di progetto: Risk Platform



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Global

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[Risk Intelligence home](#)

[ERS Tools home](#)

[Risk Intelligence Platform](#)

[Overview](#)
[Program Roadmap](#)
[Program Governance](#)
[FAQs](#)

[AERS Tools Directory](#)

[eQsmart](#)

Risk Intelligence Platform

360 Degree view of risk


Welcome to the Risk Intelligence Platform portal. This section will provide you with information and regular updates about the Risk Intelligence Platform initiative, and additional resources will be published as the project progresses.

What is the Risk Intelligence Platform?

Deloitte Global ERS plans to deliver a Global Integrated Risk Intelligence Platform that will provide:

- An internal central content repository for Governance, Risk and Regulatory Compliance (GRC) information
- A platform to support and converge GRC risk activities across the client's organization
- A sustainable and extensible platform to deal with a client's ever changing needs across their GRC environment

[MORE >](#)

 To learn more about what the tool is and what the tool is not, please refer to the [Risk Intelligence Platform Frequently Asked Questions \(FAQs\)](#).

What are the benefits of the Risk Intelligence Platform?

The anticipated advantages of the Risk Intelligence Platform for the Deloitte practitioners include:



What's new?

- The data model and content convergence have been finalized and are available for use on client's engagements. For additional information, please refer to the contacts section below.
- On January 30, 2009, the IMC approved funding to proceed with the planning and building of the Risk Intelligence Platform based on the results of the feasibility project.

How to join the Risk Intelligence Platform Pilot?

For more information about implementing the Risk Intelligence Platform in your member firm, or if your member firm would like to contribute content to the Risk Intelligence Platform, please contact Paul Barbour, ERS Director, or Dave Hodownes, OIM Business Solutions Director.

Il ruolo della tecnologia

Ecosistema GRC

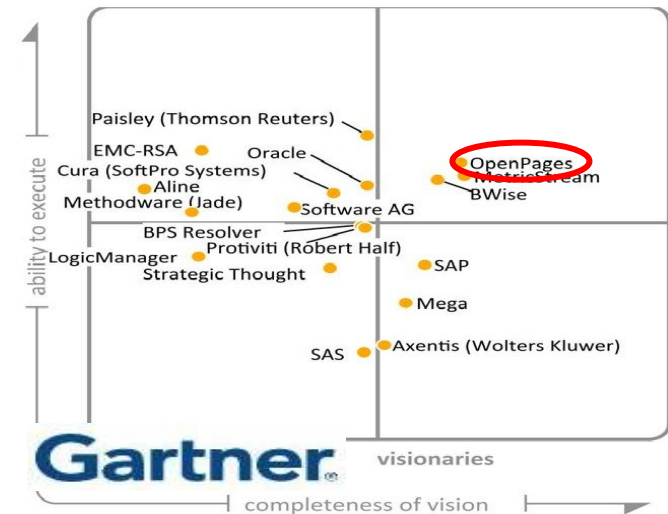
- La tecnologia gioca un ruolo chiave e rappresenta lo strumento di supporto verso l'implementazione di quello che Forrester definisce, nell'ambito di una sua ricerca, "ecosistema organizzativo e tecnologico GRC".
- Un ecosistema GRC non può prescindere dall'adozione di una piattaforma applicativa integrata GRC, quale strumento in grado di fornire informazioni utili ad una gestione e controllo più efficace ed efficiente (i.e. cruscotto di monitoraggio, strumenti di data analytics per la gestione ed il controllo dei rischi e della compliance a livello «Enterprise», strumenti di corporate reporting, audit management, corporate social responsibility, ecc).

Posizionamento della Piattaforma Open Pages



Joint service offering Deloitte - Open Pages

- Deloitte- ERS, grazie alla collaborazione con IBM, offre ai suoi clienti una soluzione esclusiva che coniuga le expertise dei migliori consulenti alle funzionalità del software Open Pages, sviluppando con il Management una strategia di gestione del rischio, della compliance, della governance completa ed integrata attraverso una serie di domini che comprendono il rischio operativo, la gestione dei controlli finanziari, i rischi informatici, le verifiche interne e quelle relative alla compliance.
- Il risultato di tale strategia è un quadro globale di tutti i tipi di esposizione dell'azienda, che aiuta i CFO e i CIO a comprendere come tali rischi possano avere un effetto sulle performance future



Magic Quadrant for EGRC Platforms

October 2010

Analisi indipendente di Forrester sul posizionamento competitivo di Deloitte

Deloitte è la N. 1



Un recente report realizzato da Forrester, prestigiosa e indipendente società di analisti, ha assegnato a Deloitte il primo posto nel settore dell'Information Security e Risk Consulting, sottolineando con chiarezza e nettezza la nostra leadership in questo settore. La valutazione comparativa effettuata dalla Forrester Research ha preso in considerazione i 12 maggiori provider di servizi del settore, che sono stati valutati in base a 75 criteri, relativi all'offerta, alla presenza sul mercato e alla strategia. In tutti e tre gli ambiti Deloitte si è aggiudicata il primo posto.

Forrester Wave™: Information Security And Risk Consulting, Q3 '10



Source: Forrester Research, Inc.

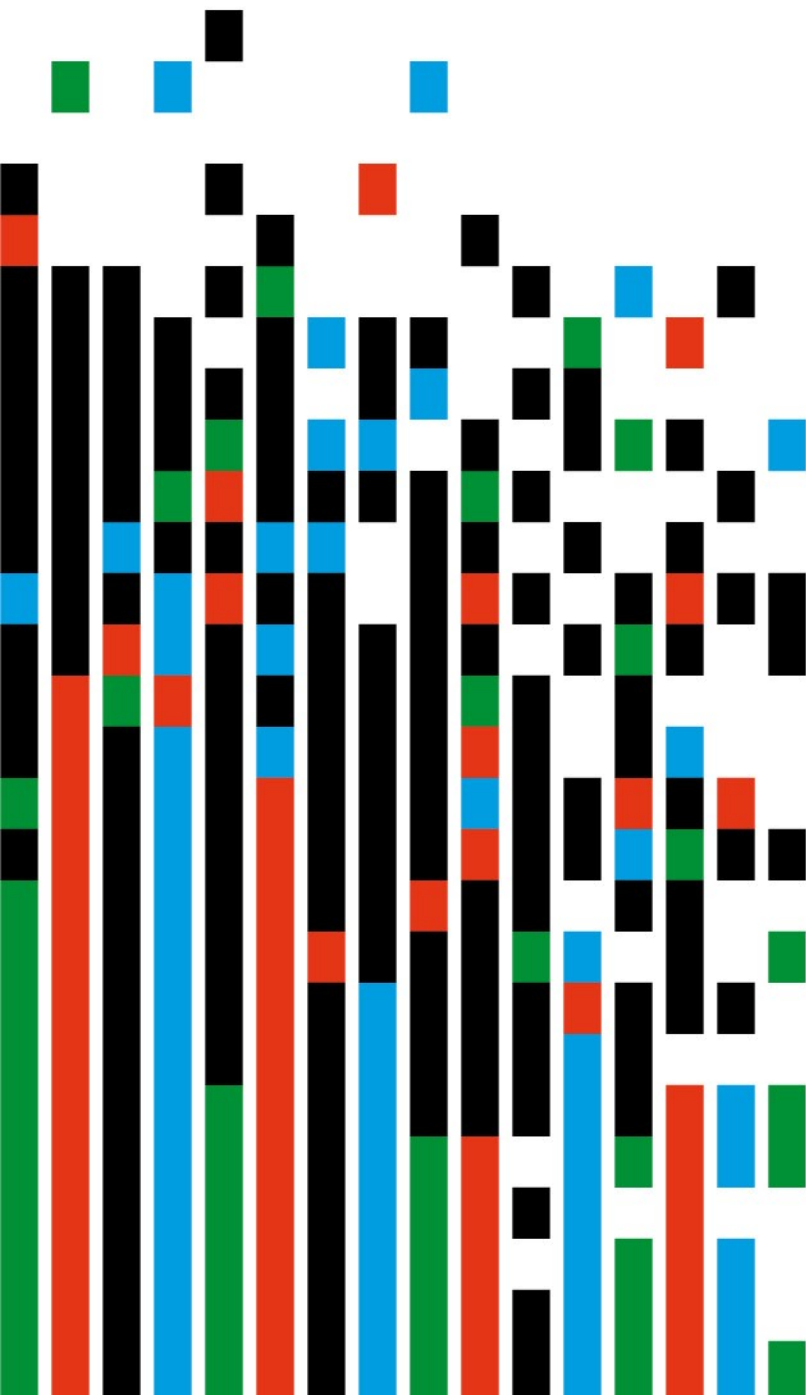
"La volontà di essere il partner di fiducia del cliente, unita al nutrito numero di servizi offerti e all'esperienza tecnica e commerciale, fa emergere Deloitte dal gruppo. La sicurezza delle informazioni, la privacy e IT Risk rimangono tra le priorità aziendali per Deloitte, ciò è reso evidente dai recenti investimenti della società. Deloitte ha anche una strategia di crescita aggressiva, con piani di investimento massiccio nelle aree emergenti. Ha un'eccellente struttura di supporto ai clienti. Le risposte dei clienti intervistati hanno individuato nella flessibilità, nella gestione dei progetti e nella qualità delle relazioni le aree di forza (di Deloitte), mentre le condizioni contrattuali e i servizi limitati in alcune aree geografiche sono state indicate tra le aree di potenziale miglioramento. Inoltre Deloitte attrae una clientela più matura ed eccelle nella soluzione di problemi complessi, producendo costantemente soluzioni di alta qualità per propri clienti. Le realtà grandi e complesse che richiedono conoscenza del sistema di business e approfondite capacità tecniche, dovrebbe guardare a Deloitte." - The Forrester Wave™: Information Security e Risk Consulting Services, Q3 2010 "Forrester Research, Inc., agosto, 2010



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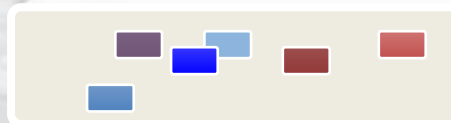
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Perchè OpenPages?



Risk Information Fragmentation

CEO/CRO/CFO



Finance

IT
Risk

Compliance

Market

Operational
Risk

Credit

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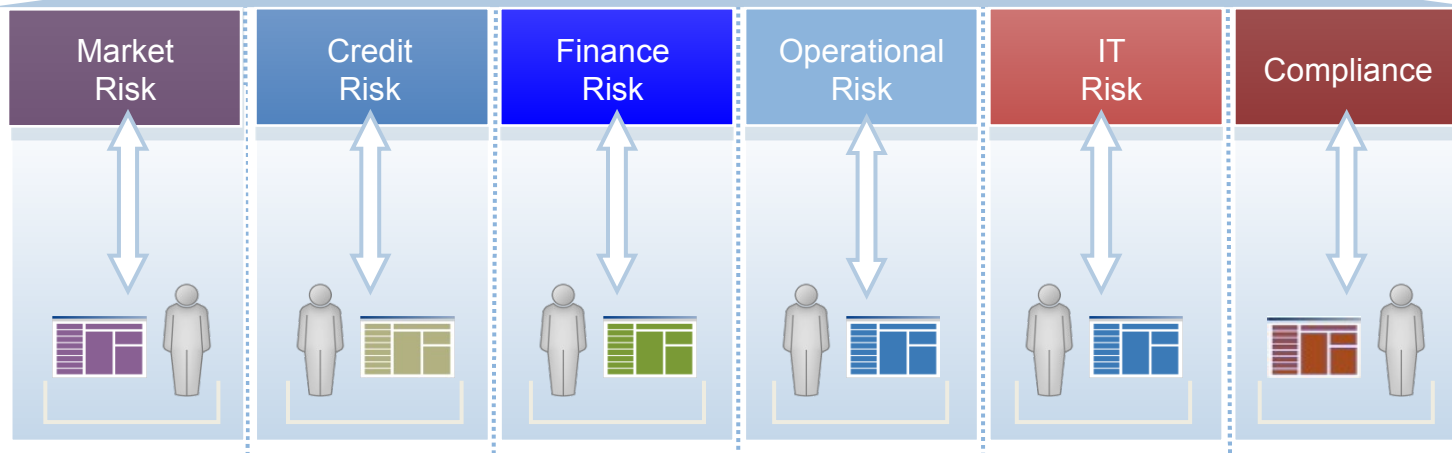
Integrated Risk Management

Un approccio integrato permette di capire la reale Esposizione al rischio dell'azienda

CEO/CRO/CFO



Un approccio integrato permette di analizzare le interrelazioni tra diversi fattori di Rischio



5 aree



FIVE MODULAR SOLUTIONS

1. Operational Risk Management
2. General Compliance Management
3. IT Governance
4. Internal Audit Management
5. Financial Controls Management

Referenze – NON solo Financial Services!

Financial Services



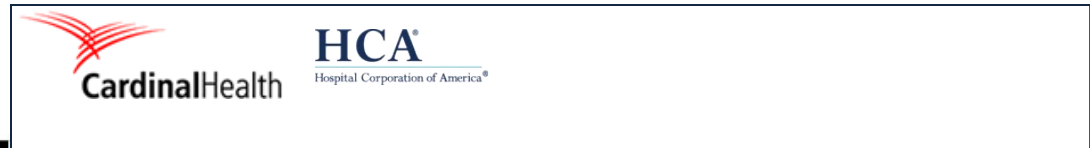
Insurance



Energy and Power



Health Services / Pharmaceuticals



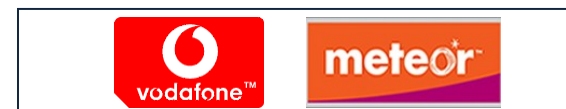
Manufacturing



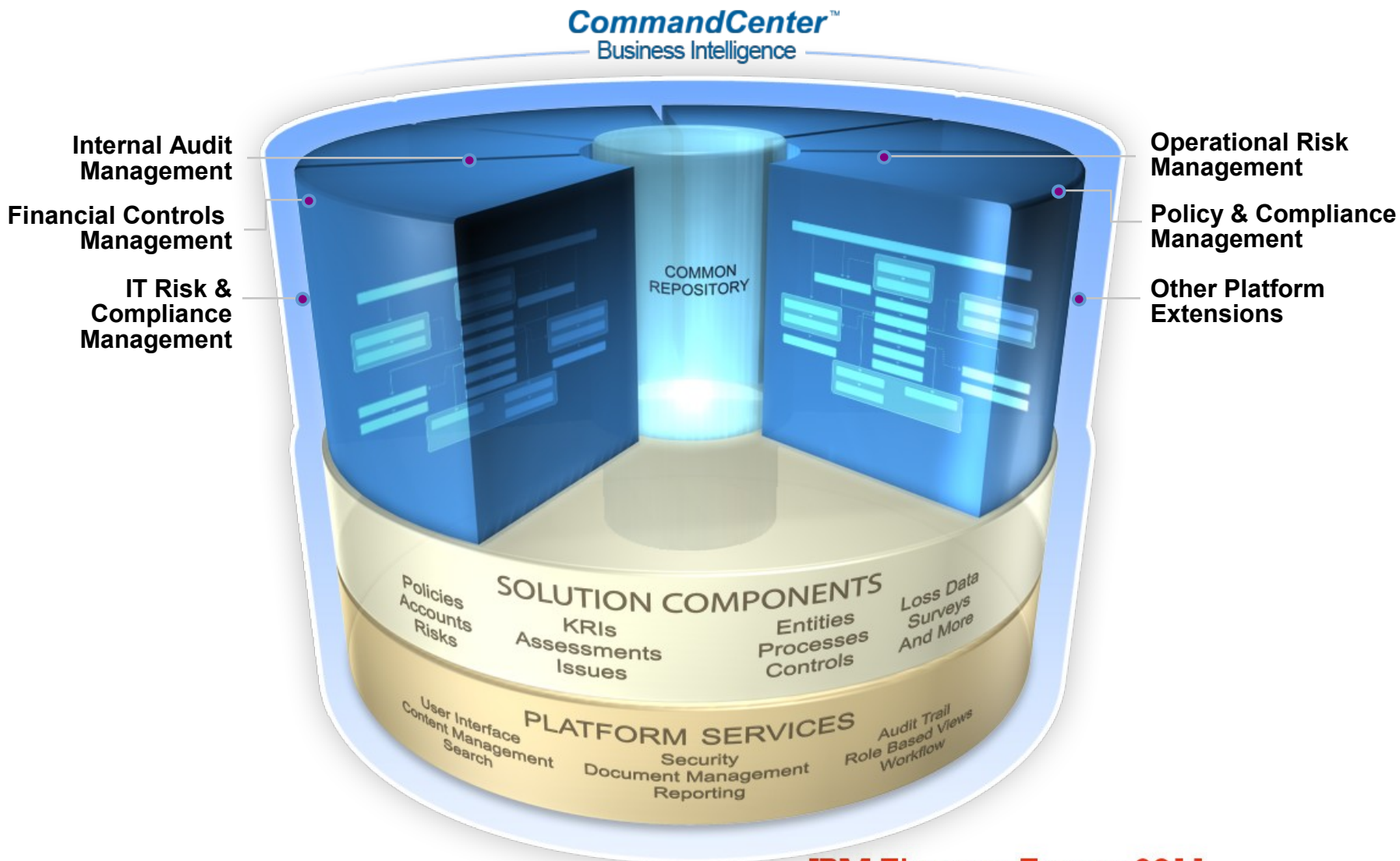
Retail/Consumer



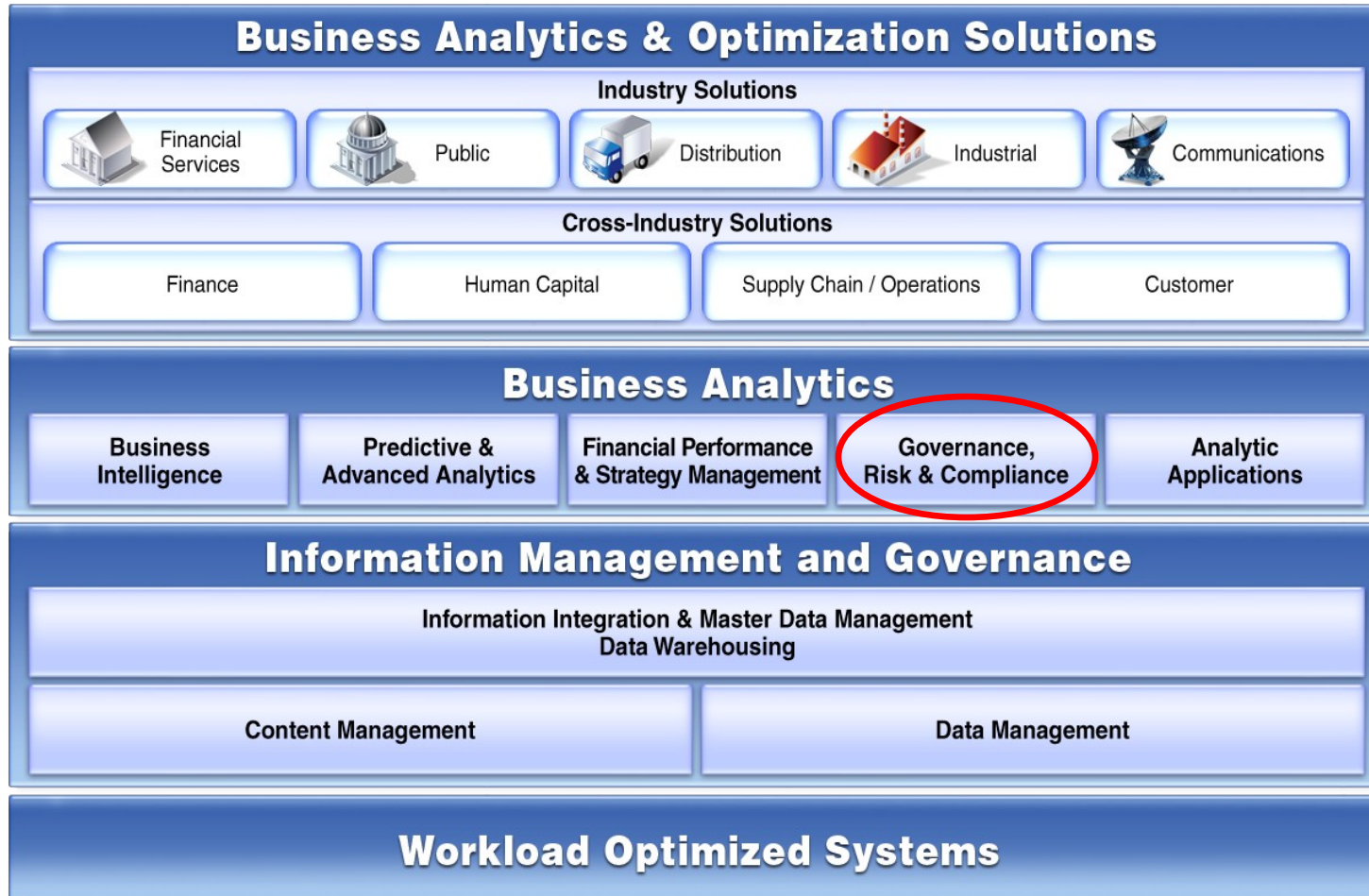
Telecommunications



Approccio Integrato al Risk Management

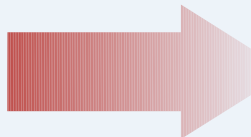
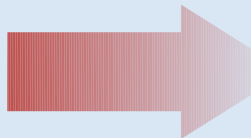
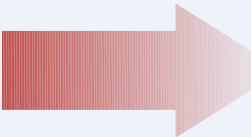
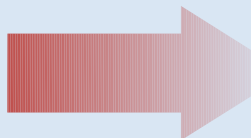


Business Analytics Suite



OpenPages Platform

Funzionalità fondamentali per GRC

Requirement		OpenPages Capability
Integrate multiple areas of risk and compliance		Central platform for integrated reporting, workflow, policies
Support any risk management methodology		Patented, adaptable framework enabling easy configuration
Provide visibility into state of risk in business		Interactive dashboards and ad-hoc reports for decision support
Automate compliance and risk management activities		Powerful workflow for automating business processes



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Demonstration Operational Risk



Home

My Tasks			
Name	Status	Description	Attachments
Certification	Accepted	Review the attached reports and complete your certification form. When finished, complete this task to submit your certification.	Sales
Review Loss Event	Accepted	Please review the following Loss Event and update as needed.	LE_06-013

My Issues			
Name	Description	Issue Type	Issue Status
ISS-GCM-01	Security breach – customer data potentially stolen	Operating Effectiveness	Closed

My Reports	
Name	Description
Enterprise Risk Dashboard	Enterprise Risk Dashboard across compliance areas and business units
Ineffective Controls Trend	Ineffective Controls Trend Report
ORM Dashboard	Operational Risk Enterprise Dashboard
Top Risks	Graphical summary of the top Risks ranked by Residual Risk Exposure, showing the Residual Risk Severity and Frequency.

Open Issues				
Name	Description	Issue Type	Issue Status	
ISS-I01-01	All inventory policy documents need to be translated and uploaded into FCM for the locales to which they apply	Design Effectiveness	Open	
ISS-I01-02	All inventory policy documents need to be translated and uploaded into FCM for the locales to which they apply	Design Effectiveness	Open	
ISS-I01-05	All inventory policy documents need to be translated and uploaded into FCM for the locales to which they apply	Design Effectiveness	Open	
ISS-I01-06	All inventory policy documents need to be translated and uploaded into FCM for the locales to which they apply	Design Effectiveness	Open	
ISS-MCD-501	No training and awareness programmes in place.	Control Activity Missing	Open	

[More items...] Show All

Home

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My Issues

Name	Description	Issue Type
ISS-GCM-01	Security breach -- customer data potentially stolen	Operating Effectiveness

- CommandCenter →
- Example Reports →
- FastMap →
- Notifications →
- Survey Reports →
- TeamMate →
- Administrative Reports →
- Audit Management Reports →
- Audit Reports →
- Control Reports →
- Dashboard →
- Home Page Migration for 5_5 →
- Issue Reports →
- KPI Reports →
- KRI Reports →
- Loss Event Reports →
- My Assignments →
- Risk Assessment Reports →
- Risk Reports**
- Test Reports →
- Workflow Reports →
- All Documentation

- Risk Heat Map
- Risk Rating
- Risk vs Loss
- Top Risks

My Reports

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Open Issues

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ISS-02	the locales to which they apply
ISS-I01-05	All Inventory policy documents need to be translated and uploaded into FCM for the locales to which they apply
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[More items...] Show All

Home

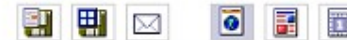
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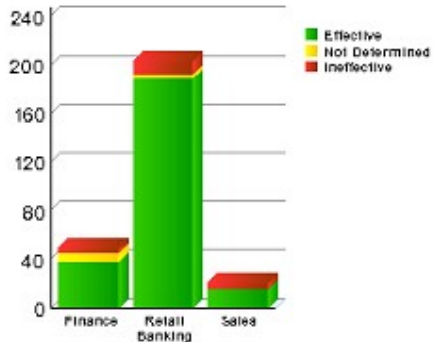
Enterprise Risk Dashboard

Entity:

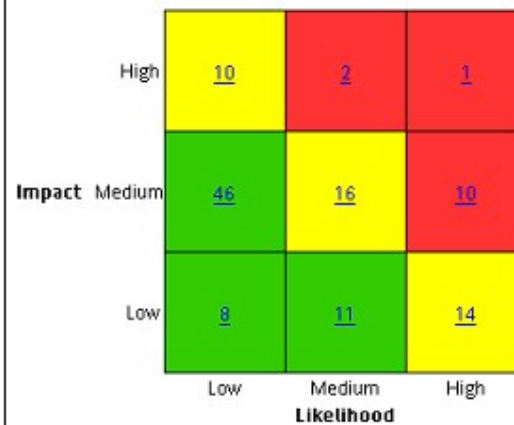
Domain:

Control Effectiveness

	% Effective
Finance	77.6
Retail Banking	93.1
Sales	80.0

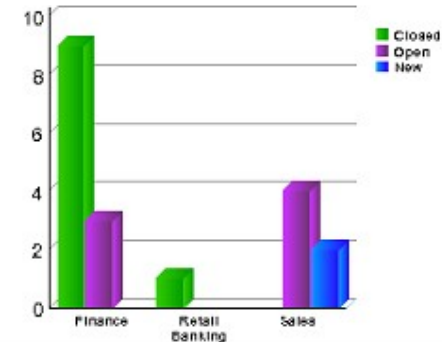


Risk Rating



Issue Status

	% Closed
Finance	75.0
Retail Banking	100.0
Sales	0.0



executive

OPENPAGES **CommandCenter™** - Enterprise Risk Dashboard



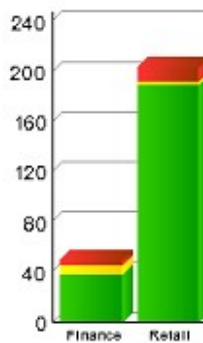
Enterprise Risk Dashboard

Entity:

Domain:

Control

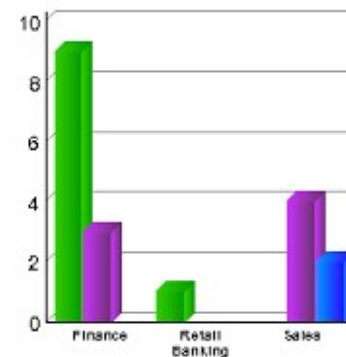
- Finance
- Retail Banking
- Sales



- /Global Financial Services/North America/Agency Services
- /Global Financial Services/North America/Asset Management
- /Global Financial Services/North America/Commercial Banking
- /Global Financial Services/North America/Corporate Finance
- /Global Financial Services/North America/Finance
- /Global Financial Services/North America/Payments and Settlements
- /Global Financial Services/North America/Retail Banking
- /Global Financial Services/North America/Retail Brokerage
- /Global Financial Services/North America/Sales
- /Global Financial Services/North America/Trading and Sales
- /Library
- /Library/External Losses
- /Library/Finance
- /Library/Global Risk Library
- /Library/HR
- /Library/IT
- /Library/Mandate
- /Library/Mandate/Banking and Finance
- /Library/Mandate/Banking and Finance/Canada
- /Library/Mandate/Banking and Finance/Federal
- /Library/Mandate/Banking and Finance/Regulation A - Regulation Z
- /Library/Mandate/ISO
- /Library/Mandate/Privacy
- /Library/Other
- /Library/Other/Swiss Re
- /Library/Other/Swiss Re/Client Markets
- /Library/Other/Swiss Re/Finance
- /Library/Other/Swiss Re/Library
- /Library/Other/Swiss Re/Library/SR-Processes

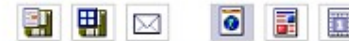
Issue Status

	% Close
Finance	75
Retail Banking	100
Sales	0



IBM Finance Forum 2011

Ottimizzare le previsioni per migliorare i risultati aziendali



Enterprise Risk Dashboard

Entity:

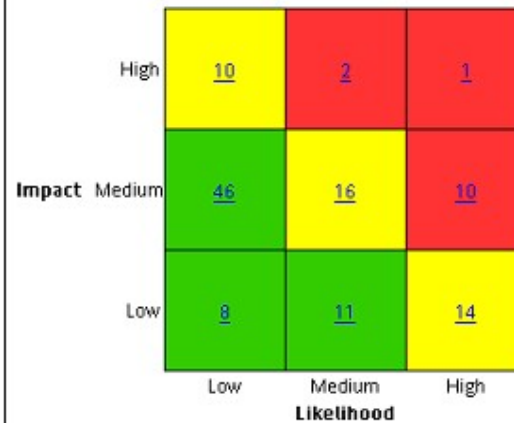
Domain:

Control Effectiveness

	% Effective
Finance	77.6
Retail Banking	93.1
Sales	80.0

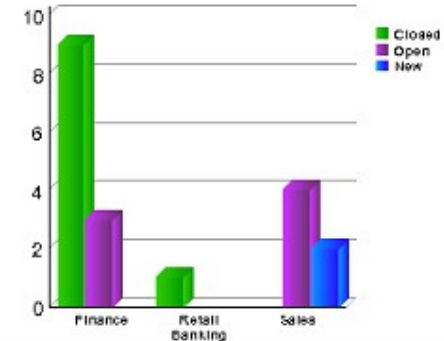


Risk Rating



Issue Status

	% Closed
Finance	75.0
Retail Banking	100.0
Sales	0.0





Operating Effectiveness Detail
Reporting Period: Current Reporting Period
Entity: /Global Financial Services/North America/Sales
Control Domain: All

Control Name	Control Description	Control Design Effectiveness	Control Operating Effectiveness	Control Owner
S01-CA-01-01	Prior to booking a contract, a member of Sales Accounting (or local equivalent) reviews the contract package to ensure that all appropriate approvals and required documentation have been obtained in accordance with the documented policy (business approval matrix).	Effective	Ineffective	ormmanager
S01-CA-01-02	Prior to booking, contracts are reviewed for revenue recognition considerations and is such review documented by local finance management in accordance with documented policy (International)	Effective	Effective	controlowner2
S01-CA-01-03	All international offices submit to the Corporate revenue recognition senior manager, all international transactions over \$3 million gross contract value (per customer) for review of all revenue recognition considerations in accordance with documented policy (International)	Ineffective	Ineffective	controlowner
S01-CA-01-04	Prior to midnight local time on the last day of the month, does the Regional Controller/VP Finance of EMEA, Latin America and Asia/Pac/Mortgage verify receipt via matching all items over 500,000 USD gross contract value on an audit report with the faxserve folder or scan folder as appropriate. The audit report should be annotated and initialed by the Regional Controller/VP Finance to indicate this reconciliation has occurred and kept on file.	Effective	Effective	controlowner2
S01-CA-01-05	Contracts Senior Manager (CSM) review the Term Spreadsheet prior to financial month ends to ensure that only the appropriate term extensions with overlapping coverage dates are captured.	Effective	Effective	controlowner2
S01-CA-01-06	In the instances when a contract is originally received by fax, an appropriate member of the sales accounting contract team (or local equivalent) compare the original executed contract to the executed fax contract to ensure there are no discrepancies This review is documented. Discrepancies are addressed in accordance with policy. (International)	Ineffective	Effective	controlowner2
S01-CA-02-01	The finance senior associate (or local equivalent) reconciles the billing entry with the invoice and credit registers to ensure that the billing entry is accurate and complete Such reconciliation should be documented.	Effective	Effective	controlowner2
S01-CA-02-03	As an additional check, the downloaded report that is used for the calculation and recording of GAAP revenue reconciled, with the total invoice value for new contracts in the billing journal entry (that was recorded to the G/L) to verify that all new contracts were captured This spreadsheet reviewed and approved by the Finance Management	Ineffective	Effective	controlowner2
S01-CA-02-04	The finance senior associate (or local equivalent) perform a documented billing to back-off reconciliation Differences are reconciled and explanations documented [Note: This is verified by (a) ensuring that the total billings for new contracts and the back off calculation net to zero (or if there are differences, they should be reconciled).	Effective	Effective	controlowner2
S01-CA-03-02	The Billing Supervisor documents his/ her review of invoices for Repetitive Billings, repetitive Maintenance and Arrears prior to final approval of the invoice batch	Effective	Effective	controlowner2

Controls: S01-CA-01-01

S01-CA-01-01

Business Entity Hierarchy: Global Financial Services > North America > Sales

Primary Parent Hierarchy: S01 > S01-01 > S01-CO-01-01 > S01-RSK-01-01

Control Details

Fields

- Automation Jobs
- Change History
- Locks

Related Information

Parents

Risks (1)

Risk Assessments (0)

Associations

- Issues (1)
- Signatures (5)
- KRI's (2)

Attachments

- Links (0)
- Files (0)

Fields

General

Name:	S01-CA-01-01	Description:	Prior to booking a contract, a member of Sales Accounting (or local equivalent) reviews the contract package to ensure that all appropriate approvals and required documentation have been obtained in accordance with the documented policy (business approval matrix).
Additional Description:	http://www.google.co.uk/	Folder:	Controls / Global Financial Services / North America / Sales

Control Activities

Classification:	Key Control Activity	Control Type:	Preventive
Control Method:	Manual	IT System:	Oracle Financials
Control Owner:	ormmanager	Financial Statement Assertions:	Completeness, Accuracy, Valuation or Measurement, Obligations
Frequency:	Monthly	Possible Test Types:	Examination

Assessment

Design Effectiveness:	Effective	Operating Effectiveness:	Ineffective
Effectiveness Rating:	Ineffective		

Inherent Risk Reduction

Reduction of Inherent Frequency (% reduction):	20	Reduction of Inherent Severity (% reduction):	15
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Controls > S01-CA-01-01

S01-CA-01-01

Business Entity Hierarchy: Global Financial Services > North America > Sales

Primary Parent Hierarchy: S01 > S01-01 > S01-CO-01-01 > S01-RSK-01-01

Control Details

Fields

Automation Jobs

Change History

Locks

Related Information

Parents

Risks (1)

Risk Assessments (0)

Associations

Issues (1)

Signatures (5)

KRI's (2)

Attachments

Links (0)

Files (0)

Risks

Results 1-1 Prev | Next

Name	Description	Residual Impact	Residual Likelihood
S01-RSK-01-01	Unapproved Contracts are booked in an accounting period	High	Low

S01-RSK-01-01
General

Name:	S01-RSK-01-01	Description:	Unapproved Contracts are booked in an accounting period
Folder:	Risks / Global Financial Services / North America / Sales	Risk in Scope for SOX?:	Yes
Domain:	Operational, Financial Management	Owner:	

Risk Category

Category:	Internal Fraud	Subcategory:	Theft and Fraud
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Inherent Risk Rating

Inherent Impact:	Medium	Inherent Likelihood:	Medium
Inherent Risk Rating:	Significant	Inherent Severity:	USD 100,000.00 (USD 100,000.00)
Inherent Frequency:	5.00	Inherent Risk Exposure:	USD 500,000.00

Residual Risk Rating

Residual Impact:	High	Residual Likelihood:	Low
Residual Risk Rating:	Significant	Residual Risk Exposure:	USD 21,450.00

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My Tasks			
Name	Status	Description	Attachments
Certification	Accepted	Review the attached reports and complete your certification form. When finished, complete this task to submit your certification.	Sales
Review Loss Event	Accepted	Please review the following Loss Event and update as needed.	LE_06-013

My Issues			
Name	Description	Issue Type	Issue Status
ISS-GCM-01	Security breach -- customer data potentially stolen	Operating Effectiveness	Closed

My Reports	
Name	Description
Enterprise Risk Dashboard	Enterprise Risk Dashboard across compliance areas and business units
Ineffective Controls Trend	Ineffective Controls Trend Report
ORM Dashboard	Operational Risk Enterprise Dashboard
Top Risks	Graphical summary of the top Risks ranked by Residual Risk Exposure, showing the Residual Risk Severity and Frequency.

Open Issues				
Name	Description	Issue Type	Issue Status	
ISS-I01-01	All inventory policy documents need to be translated and uploaded into FCM for the locales to which they apply	Design Effectiveness	Open	
ISS-I01-02	All inventory policy documents need to be translated and uploaded into FCM for the locales to which they apply	Design Effectiveness	Open	
ISS-I01-05	All inventory policy documents need to be translated and uploaded into FCM for the locales to which they apply	Design Effectiveness	Open	
ISS-I01-06	All inventory policy documents need to be translated and uploaded into FCM for the locales to which they apply	Design Effectiveness	Open	
ISS-MCD-501	No training and awareness programmes in place.	Control Activity Missing	Open	

[More items...] Show All



Top Risks

Business Entity: /Global Financial Services/North America

Risk Category: Business Disruption and System Failures, Clients, Products and Business Practices, Damage to Physical Assets, Employment Practices and Workplace Safety, Execution, Delivery and Process Management, External Fraud, Internal Fraud

Sorted By: Residual Risk Exposure

Currency: USD

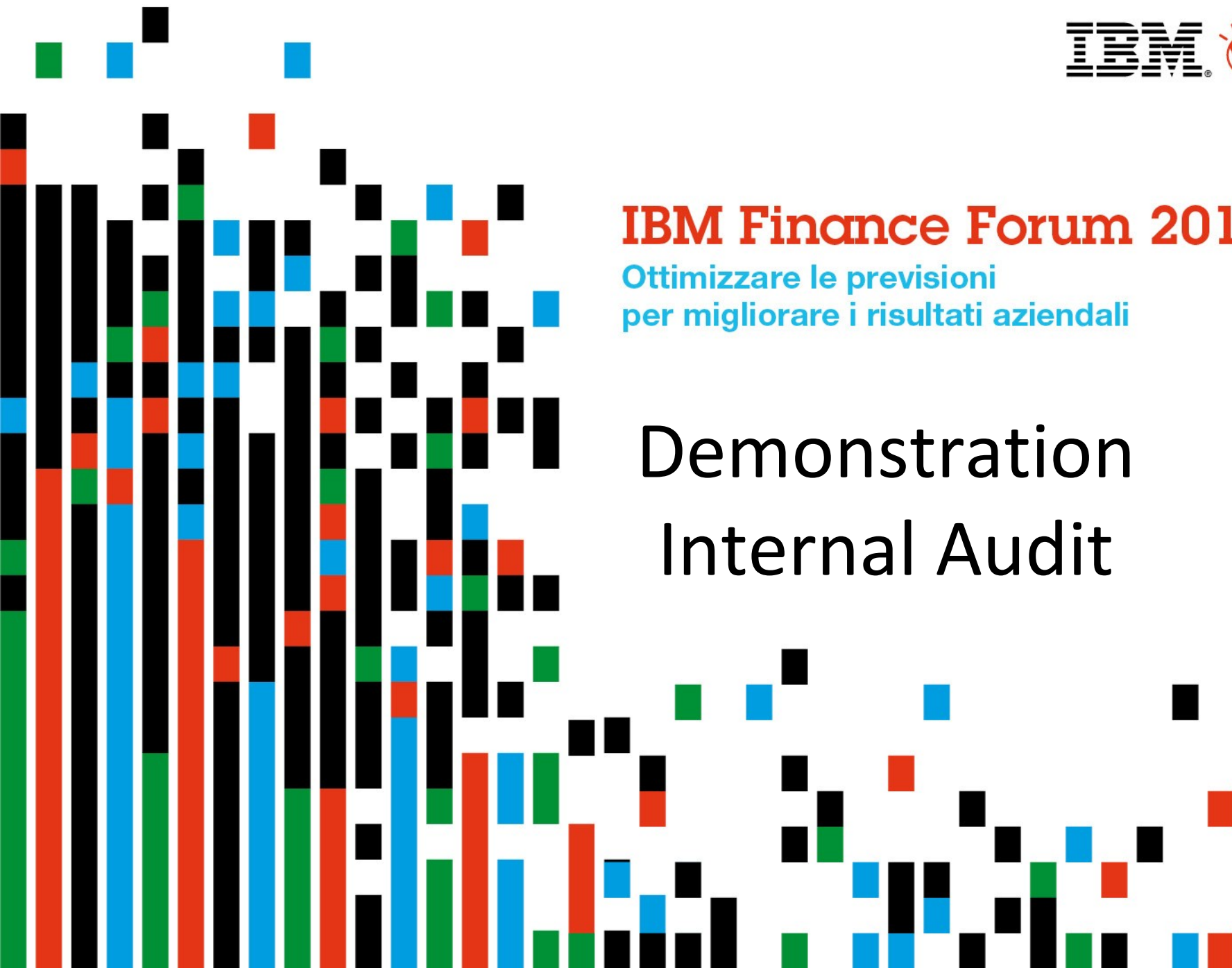
Rank	Risk Name	Risk Description	Risk Category	Risk Subcategory	Inherent Risk Exposure	Residual Risk Exposure
1	RSK-07-01-10	Reconciliation issue resolution	Execution, Delivery and Process Management	Transaction/Data Management	600,000.00	600,000.00
2	RSK-04-02-01	Illegal products	Clients, Products and Business Practices	Improper Business or Market Practices	1,000,000.00	375,000.00
3	RSK-07-01-08	Reconciliation completeness	Execution, Delivery and Process Management	Transaction/Data Management	250,000.00	250,000.00
4	RSK-02-01-02	Bank Robbery	External Fraud	Theft and Fraud	200,000.00	200,000.00
5	RSK-04-03-03	Product strategy	Clients, Products and Business Practices	Product Flaws	1,000,000.00	190,000.00
6	RSK-03	Employment Practices and Workplace Safety	Employment Practices and Workplace Safety		150,000.00	150,000.00
6	RSK-07-01-11	Reconciliation documentation	Execution, Delivery and Process Management	Transaction/Data Management	150,000.00	150,000.00
6	RSK-03	Employment Practices and Workplace Safety	Employment Practices and Workplace Safety		150,000.00	150,000.00
9	RSK-01	Internal Fraud and Theft	Internal Fraud		100,000.00	100,000.00
9	RSK-02	External Fraud	External Fraud		100,000.00	100,000.00
9	RSK-04	Clients, Products, & Business Practices	Clients, Products and Business Practices		100,000.00	100,000.00
9	RSK-01	Internal Fraud and Theft	Internal Fraud		100,000.00	100,000.00
9	RSK-02	External Fraud	External Fraud		100,000.00	100,000.00
9	RSK-04	Clients, Products, & Business Practices	Clients, Products and Business Practices		100,000.00	100,000.00



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per migliorare i risultati aziendali

Demonstration Internal Audit



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My Reports	
Name	Description
Administrator Timesheet Entry	Enter or review time and expenses for the selected Auditor.
Audit Deviation	List of audit phases, assignments and workpapers for the selected audit. Includes scheduled, expected and actual start and end dates and highlights dates that have slipped significantly.
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Timesheet Entry	Enter or review your time and expenses.

[Active Risk Factors Preferences](#)

- [My Workpapers In Progress](#)
- [My Open Review Comments](#)

My Checked-Out Files			
Name	Content Type	Description	Location
<input checked="" type="checkbox"/> DNS Database Provider contract.doc	File	as dfadsf gadsgasdgad	Files and Forms/Global Financial Services

Workpapers Ready for Review			
Name	Description	Preparation Status	Review Status
02-12-Intrusion Detection and Preventive Measures-11	Determine which of the following mechanisms is utilized for URL filtering: Wildcard specifications, File specifications, Third party, or URL databases.	Ready for Review	In Progress
02-13-Viruses-1	Identify the anti-virus tools installed for protection of firewall, Web, and e-mail servers from viruses.	Ready for Review	In Progress

Audits In Progress			
Name	Description	Scheduled End Date	Status
Data Center Physical Security	Data Center Physical Security	Oct 7, 2008	In Review
NA Firewalls - 2008	Firewalls help fulfill our data security strategy maintain compliance with security and privacy regulations.	Nov 15, 2008	In Progress
Office Physical Security - 2008	Perimeter safety and security	Oct 1, 2008	In Review

Internal Audit Report

NA Firewalls - 2008: Firewalls help fulfill our data security strategy maintain compliance for Auditable Entity: NA Firewalls: North America Internet and Intranet
Report Printed Date: May 23, 2011

Audit Type:	Financial
Audit Period Covered:	Jan 1, 2007 - Dec 31, 2007
Audit Status:	In Progress
Audit Result:	Excellent
Internal Audit Contacts:	Al Audit Bob Audit Charlie Audit Sue Audit

Executive Summary

Description
Firewalls help fulfill our data security strategy maintain compliance with security and privacy regulations.
Objectives
<ol style="list-style-type: none"> 1. To obtain a general understanding of the firewall technology infrastructure. 2. To determine security strategy and general configuration settings for all CheckPoint firewall servers. 3. To assess adequacy of the security architecture within the Demilitarized Zone (DMZ). 4. To determine the structure of the Domain Name System (DNS) database and assess its appropriateness. 5. To ascertain whether the firewall servers at the Bank are adequately administered. 6. To determine whether physical and environmental security is adequately controlled. 7. To determine whether firewall policies and procedures are adequate and properly documented. 8. To verify that RuleBase is adequately configured and in compliance with the Bank's policies and procedures. 9. To verify that CheckPoint services are adequately configured and in compliance with the policies and procedures. 10. To verify that CheckPoint scripts are adequately configured and in compliance with the policies and procedures. 11. To determine whether preventive measures from the hacker attacks have been taken and implemented on the firewall servers. 12. To determine whether attachments are checked for viruses, worms, and other malicious programs. 13. To determine whether appropriate user access controls over the firewall servers are in place. 14. To determine whether remote access to the CheckPoint firewall servers is adequately controlled. 15. To determine that changes made to the firewall configuration server are approved and tested prior to their implementation.
Scope
All Internet and Intranet in North America
Conclusion

Key Findings

02-03-Backup and Disaster Recovery-2-FIND_0061
Description: The disaster recovery drill script only includes loading the backup media. It does not include verifying the functionality of the system after loading it.
Impact: Significant
Internal Audit Recommendation: Verify the system operation after loading of the backup.
Management Response Status: Waiting for Response
Management Response:
Management Response Comment:
Management Owner:
Management Scheduled/Expected/Actual Due Date: //
Management Schedule Change Reason:
NA Firewalls - 2008-FIND_0021
Description: Some things could be improved.
Impact: Significant
Internal Audit Recommendation: Recommendation is to make some changes and hope that things get better
Management Response Status: Response Provided
Management Response: Agree, Action Plan not needed
Management Response Comment: Management Response Comment is here and it's a good one
Management Owner: Helen Audit
Management Scheduled/Expected/Actual Due Date: Oct 1, 2008/ Mar 2, 2008/ Mar 2, 2008
Management Schedule Change Reason:

Audit Findings

Audit Finding					
Name	Description	Priority	Impact	Internal Audit Recommendation	Manag
02-03-Backup and Disaster Recovery-2-FIND_0061	The disaster recovery drill script only includes loading the backup media. It does not include verifying the functionality of the system after loading it.	High	Significant	Verify the system operation after loading of the backup.	
NA Firewalls - 2008-	Some things could be improved.	High	Significant	Recommendation is to make some	Managem

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Active Risk Factor Preferences

My Workpapers In Progress

My Open Review Comments

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Audits In Progress

Name	Description	Scheduled End Date	Status
Data Center Physical Security	Data Center Physical Security	Oct 7, 2008	In Review
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Audit Deviation

Auditable Entity: NA Firewalls: North America Internet and Intranet audit

Audit: NA Firewalls - 2008

Currency: USD

Audit					Start Date			End Date			Hours		T&E	
Name	Description	Type	Status	Result	Scheduled	Expected	Actual	Scheduled	Expected	Actual	Planned	Actual	Planned	Actual
NA Firewalls - 2008	Firewalls help fulfill our data security strategy maintain compliance with security and privacy regulations.	Financial	In Progress	Excellent	Jul 1, 2008	Aug 1, 2008	Jul 29, 2008	Nov 15, 2008	Dec 7, 2008	Nov 18, 2008	860	931	17,500	8,835.24

Audit Plans				Start Date			End Date			Hours		T&E	
Name	Description	Auditor	Activity	Scheduled	Expected	Actual	Scheduled	Expected	Actual	Planned	Actual	Planned	Actual
NA Firewalls - 2008 - Plan01	Lead Prep	AI Audit	Planning	Aug 1, 2008			Aug 31, 2008			200	200	1,750	1,819
NA Firewalls - 2008 - Plan02	Lead field	AI Audit	Fieldwork	Sep 1, 2008			Oct 20, 2008			280	285	2,300	4,265.24
NA Firewalls - 2008 - Plan03	Lead Report	AI Audit	Reporting	Oct 21, 2008			Nov 5, 2008			60	45.5	0	1,000
NA Firewalls - 2008 - Plan04	Lead Quality	AI Audit	Wrapup	Nov 6, 2008			Nov 15, 2008			40	64.5	250	851
NA Firewalls - 2008 - Plan05	Jr field	Charlie Audit	Fieldwork	Sep 1, 2008			Oct 20, 2008			280	320	450	650
NA Firewalls - 2008 - Plan06	Report review	Bob Audit	Reporting	Oct 1, 2008			Oct 15, 2008			60	0	0	0
NA Firewalls - 2008 - Plan07	Final Review	Sue Audit	Wrapup	Oct 8, 2008			Oct 30, 2008			120	16	0	250

Audit Sections						Start Date			End Date		
Name	Description	Owner	Preparation Status	Review Status		Scheduled	Expected	Actual	Scheduled	Expected	Actual
01-01-Send notification letter	Create notification letter and send to Auditee.	AI Audit	Completed	Completed		Jul 1, 2008	Aug 1, 2008	Jun 30, 2008	Jul 1, 2008	Aug 1, 2008	Jul 30, 2008
01-02-Initial project discussion	Internal audit discussion to provide focus for engagement planning.	AI Audit	Completed	Completed		Aug 1, 2008		Jul 25, 2008	Aug 1, 2008		Aug 1, 2008
01-03-Discuss budget	Discuss budget from annual plan and compare with initial estimates from engagement planning.	AI Audit	Completed	Completed		Aug 1, 2008		Jul 28, 2008	Aug 1, 2008		Aug 1, 2008
01-04-Review regulations and guidance	Review relevant regulations and associated guidance, focusing on new regulations and revised guidance.	AI Audit	Completed	Completed		Aug 2, 2008		Aug 5, 2008	Aug 5, 2008		Aug 5, 2008
01-05-Review audit results	Review audit results and discuss with audit committee.	AI Audit	Completed	Completed		Aug 2, 2008		Aug 5, 2008	Aug 5, 2008		Aug 5, 2008

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Active Risk Factor Preferences

My Workpapers In Progress

My Open Review Comments

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Q&A

