

Review of Management and Oversight of the Integrated Business Management System (IBMS)

Date:	January 16, 2009
To:	Audit Committee
From:	Jeff Griffiths, Auditor General
Wards:	All
Reference Number:	

SUMMARY

The objective of this audit was to determine whether the City's management and oversight of the Integrated Business Management System (IBMS) ensures the reliability, integrity and confidentiality of information produced and maintained by the system.

For IBMS to serve the City efficiently and effectively improvements in management and oversight are required. The establishment of an IBMS information technology governance structure will go along way in helping to coordinate IBMS related decision-making and change management.

Implementation of a long range strategic plan, performance measures and a business continuity plan will also ensure coordinated growth and development for system users and ensure reliable service to IBMS user divisions. There are also opportunities for improvement relating to user training, process for making changes to the system, security management and administration of software licences.

Although recommendations in this report focus on improving existing controls and administration of IBMS related resources the recommendations may be relevant to information technology systems throughout the City and its Agencies, Boards, Commissions and Corporations and should be reviewed, evaluated and implemented as deemed appropriate.

RECOMMENDATIONS

The Auditor General recommends that:

1. The City Manager in consultation with the Chief Information Officer give consideration to the establishment of an IBMS governance model which provides for senior management approval and prioritization of all IBMS related projects. The governance model follow the process recently established in relation to the development of SAP projects.
2. The City Manager in consultation with the Chief Information Officer require that divisions identify business risks relating to the IBMS Information Technology System. The Chief Information Officer review all such risks and ensure strategies and processes are in place to address all such risks.
3. The City Manager in consultation with the Chief Information Officer and divisions develop IBMS performance measures. Such measures be used to monitor ongoing performance. Where performance does not meet such measures, corrective action be taken.
4. The City Manager and Chief Information Officer as part of the IBMS governance process give priority to the development of IBMS business continuity plans. Such plans should include disaster and recovery planning.
5. The City Manager in consultation with the Chief Information Officer develop and formalize service level agreements for information technology services provided to City Divisions by the Information and Technology Division.
6. The City Manager in consultation with the Chief Information Officer review current levels of training available to IBMS users, and solicit input from divisional users in relation to training effectiveness. Deficiencies in regard to training identified by users be appropriately addressed.
7. The City Manager in consultation with the Chief Information Officer develop and implement a change management protocol for IBMS. Such a protocol take into account the SAP change management protocol.
8. The City Manager in consultation with the Chief Information Officer develop security plans, standards and related staff responsibilities for managing and overseeing IBMS security.
9. The City Manager in consultation with the Chief Information Officer be required to conduct periodic reviews of current IBMS user security to ensure access is compatible with user roles. Such review should also include an analysis of the last date of use. Dormant users should be eliminated from system access.

10. The Chief Information Officer develop formal written procedures for granting, changing or removing IBMS user access.
11. The City Manager and Chief Information Officer develop as a priority an electronic interface between IBMS and the City's SAP Financial System. Such an interface would reduce the requirement for manual analysis and processing.
12. The City Manager in consultation with the Chief Information Officer and City Clerk review the record retention policy for all IBMS related records. Such a review include the establishment of policies and procedures for archiving IBMS records.
13. The Chief Information Officer obtain a copy of the System source code for the current release of the System software and ensure future releases are accompanied with System software under the terms of the agreement.
14. The City Manager conduct a review of related System users in the City and its Agencies, Boards and Commissions and update the existing software maintenance contract as required.
15. The City Manager ensure staff from business units perform the procedure for revising service fees maintained in IBMS and that the process be appropriately documented.

FINANCIAL IMPACT

The implementation of recommendations in this report will improve management controls over the delivery of IBMS technology services. The extent of any resources required or potential cost savings resulting from implementing the recommendations in this report is not determinable at this time.

DECISION HISTORY

This report provides the results of the Auditor General's review of the management and oversight of the City's Integrated Business Management System. This review was conducted as part of the Auditor General's Annual Work Plan.

COMMENTS

The Auditor General's report entitled "Review of Management and Oversight of the Integrated Business Management System (IBMS)" contains 15 recommendations and is attached as Appendix 1. Management's response to each of the recommendations contained in this report is attached as Appendix 2.

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SIGNATURE

Jeffrey Griffiths, Auditor General

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ATTACHMENTS

Appendix 1: Review of Management and Oversight of the Integrated Business Management System (IBMS)

Appendix 2: Management's Response to the Auditor General's Review of Management and Oversight of the Integrated Business Management System (IBMS)