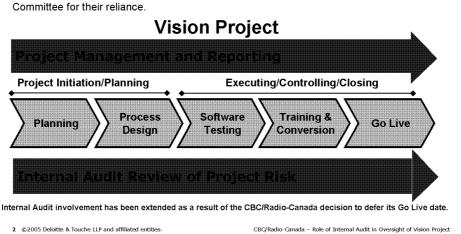


#### I. Overview

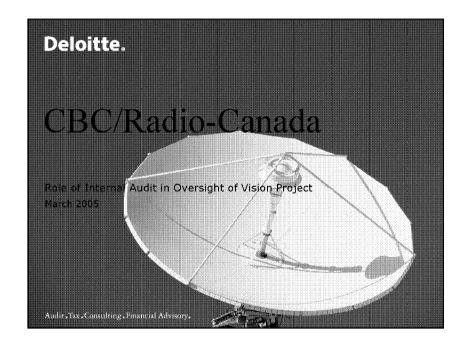
**Objective:** Internal Audit (IA) has been engaged by CBC/Radio-Canada to function as "the independent eyes and ears" of Management and the Audit Committee. Our responsibility is to understand and assess the processes and risk management strategies being deployed by the Vision Project team to manage the risks associated with this project, and to report our observations and recommendations to the project team, Management and the Audit

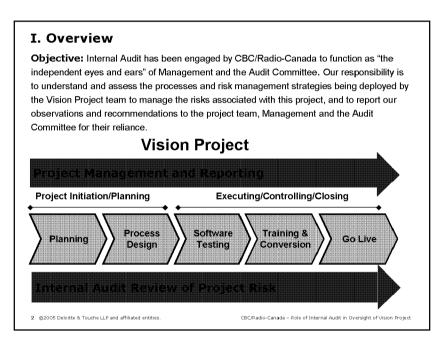


A0005596\_1-000001

# Pages 2 to / à 9 are withheld pursuant to sections sont retenues en vertu des articles

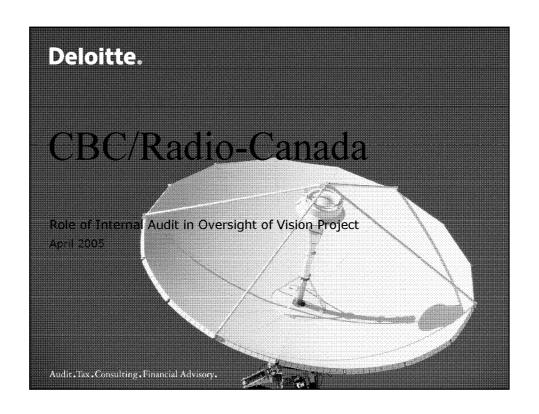
18(a), 20(1)(b)





# Pages 11 to / à 16 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)



#### I. Overview

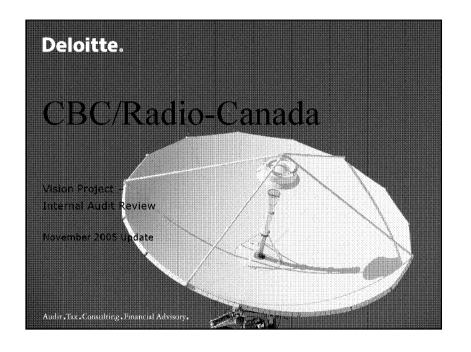
**Objective:** Internal Audit (IA) has been engaged by CBC/Radio-Canada to function as "the independent eyes and ears" of Management and the Audit Committee. Our responsibility is to understand and assess the processes and risk management strategies being deployed by the Vision Project team to manage the risks associated with this project, and to report our observations and recommendations to the project team, Management and the Audit

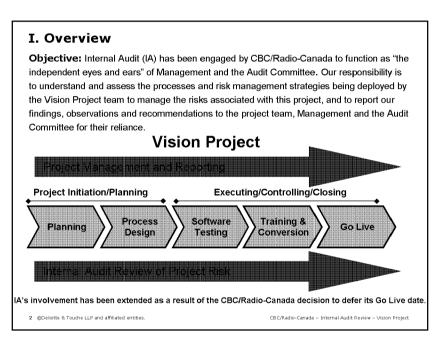


A0005598\_1-000017

# Pages 18 to / à 26 are withheld pursuant to sections sont retenues en vertu des articles

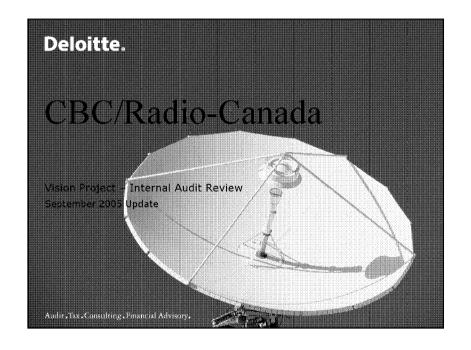
18(a), 20(1)(b)

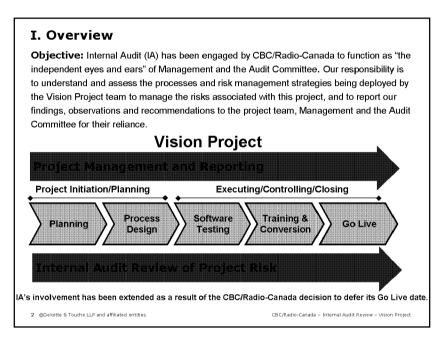




# Pages 28 to / à 39 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)





# Pages 41 to / à 51 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

### **Audit Committee**

(June 14, 2005)

Subject matter			
Vision Project			
Background			
Vision Project U	Jpdate Report to the A	Audit Committee	
Information on	the matter		
N/A			
For decision		For information	×
Prepared by			
Name:	Michel Maisonneuv	ve, Deloitte & Touche LLP	
Date:	May 2005		
Management re	ecommendation		
N/A			
Last discussed	at the Board		
May 4, 2005, in	formation item		
Next steps			
N/A			



**Enterprise Risk** 



# VISION PROJECT UPDATE INTERIM AUDIT COMMITTEE REPORT

(For the period of April 9 to May 1, 2005)

May 2005

Confidential

### **Report Distribution**

This report is intended solely for the information and use of the Canadian Broadcasting Corporation's ("CBC/Radio-Canada") Management and the Audit Committee and is not to be used, referred to or distributed to anyone other than the CBC/Radio-Canada Management or the Audit Committee for any purpose.

All of the work performed in preparing this report is governed by and in accordance with the terms and conditions of the agreement signed between CBC/Radio-Canada and Deloitte & Touche LLP.

This report is intended to provide observations and/or recommendations to CBC/Radio-Canada Management and the Audit Committee regarding the project reviewed.

A0005601\_3-000054

### **Table of Contents**

	Page
Background	1
Status of Internal Audit Work by Key Area	2
Business Processes Risks and Controls	
Go Live Readiness Processes Risks and Controls	
Post-Implementation Review	3
Summary of Key Observations and Management Comments as at May 1, 2005	3
Software Testing, Implementation, Conversion and Sustainment Plans and Go Live Readiness Processes Risks and Controls	7
Appendices	
Appendix I - Residual Risk Snapshot	19
Appendix II - Vision Project Go Live Risk Readiness Snapshot as at May 1, 2005	30

# Pages 56 to / à 88 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

### **Audit Committee**

(March 15, 2005)

Subject matter			
Vision Project			
Background			
Vision Project U	Jpdate Report to the	Audit Committee	
Information on	the matter		
N/A			
For decision		For information	×
Prepared by			
Name:	Michel Maisonneu	ve, Deloitte & Touche LLP	
Date:	February 2005		
Management re	ecommendation		
N/A			
Last discussed	at the Board		
January 18, 200	5, information item		
Next steps			
N/A			

## **Deloitte**

Enterprise Risk



# VISION PROJECT UPDATE INTERIM AUDIT COMMITTEE REPORT

(For the period of October 15, 2004 to January 31, 2005)

February 2005

Confidential

## **Report Distribution**

This report is intended solely for the information and use of the Canadian Broadcasting Corporation's ("CBC/Radio-Canada") Management and the Audit Committee and is not to be used, referred to or distributed to anyone other than the CBC/Radio-Canada Management or the Audit Committee for any purpose.

All of the work performed in preparing this report is governed by and in accordance with terms and conditions of the agreement signed between CBC/Radio-Canada and Deloitte & Touche LLP.

This report is intended to provide observations and/or recommendations to CBC/Radio-Canada Management and the Audit Committee regarding the project reviewed.

## **Table of Contents**

	Page
Background	1
Status of Internal Audit Work by Key Area	2
Project Management Risks	2
Business Processes Risks and Controls	2
Software Testing Processes and Infrastructure	
IT Infrastructure	
System Implementation, Conversion, Go Live Readiness, and Sustainment Plans	3
Post-Implementation Review	3
Summary of Observations and Management Comments as at January 31, 2005	4
Project Management Risks	4
Software Testing Risks	
Business Process Risks Related to Programming and Scheduling Risks	14
System Implementation, Conversion and Go Live Readiness Risks	
Appendix	
Annendix I - Residual Risk Snanshot	20

# Pages 94 to / à 120 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

### **Audit Committee**

(May 4, 2005)

Subject matter			
Vision Project			
Background			
Vision Project U	Jpdate Report to the A	Audit Committee	
Information on	the matter		
N/A			
For decision		For information	×
Prepared by			
Name:	Michel Maisonneuv	ve, Deloitte & Touche LLP	
Date:	April 2005		
Management re	ecommendation		
N/A			
Last discussed	at the Board		
March 15, 2005,	, information item		
Next steps			
N/A			



**Enterprise Risk** 



# VISION PROJECT UPDATE INTERIM AUDIT COMMITTEE REPORT

(For the period of February 1 to April 8, 2005)

**April 2005** 

Confidential

## **Report Distribution**

This report is intended solely for the information and use of the Canadian Broadcasting Corporation's ("CBC/Radio-Canada") Management and the Audit Committee and is not to be used, referred to or distributed to anyone other than the CBC/Radio-Canada Management or the Audit Committee for any purpose.

All of the work performed in preparing this report is governed by and in accordance with terms and conditions of the agreement signed between CBC/Radio-Canada and Deloitte & Touche LLP.

This report is intended to provide observations and/or recommendations to CBC/Radio-Canada Management and the Audit Committee regarding the project reviewed.

### **Table of Contents**

P	'age
Background	1
Status of Internal Audit Work by Key Area	3
Project Management  Business Processes Risks and Controls  Software Testing, Implementation, Conversion and Sustainment Plans and Go Live Readiness Process	4
Risks and Controls IT Infrastructure Post-Implementation Review	4 4
Summary of Key Observations and Management Comments as at April 8, 2005	5
Project Management Risks  Software Testing Risks Implementation, Conversion and Sustainment Plans and Go Live Readiness  Processes Risks and Controls  IT Infrastructure Risks and Controls	9
Appendices	
Appendix I - Residual Risk Snapshot	23
Appendix II - Vision Project Go Live Risk Readiness Snapshot	34

# Pages 126 to / à 162 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

### **Audit Committee**

(November 29, 2005)

Subject ma	tter		
Vision Proje	ect		
Backgroun	d		
Vision Proje	ect Update Report to the Au	udit Committee	
Information	n on the matter		
N/A			
For decisi	on $\square$	For information	×
Prepared b	y		
Name:	Michel Maisonneuve, D	Peloitte & Touche LLP	
Date:	October 2005		
Manageme	nt recommendation		
N/A			
Last discus	sed at the Board		
September 1	5, 2005, information item		
Next steps			
N/A			



Enterprise Risk



# VISION PROJECT UPDATE INTERIM AUDIT COMMITTEE REPORT

(For the period of July 26 to October 10, 2005)

October 2005

Confidential

### **Report Distribution**

This report is intended solely for the information and use of the Canadian Broadcasting Corporation's (CBC/Radio-Canada) Management and Audit Committee and is not to be used, referred to or distributed to anyone other than the CBC/Radio-Canada's Management or Audit Committee for any purpose.

All of the work performed in preparing this report is governed by and in accordance with the terms and conditions of the agreement signed between CBC/Radio-Canada and Deloitte & Touche LLP.

This report is intended to provide observations and/or recommendations to CBC/Radio-Canada's Management and Audit Committee regarding the project reviewed.

## **Table of Contents**

	Page
Background	1
Engagement Scope and Objectives	2
Summary of Key Observations and Management Comments as at October 10, 2005	3
Project Management	5
<u>Appendices</u>	
Appendix I - Status of Internal Audit Work by Key Area	10
Appendix II - Residual Risk Snapshot	12
Appendix III - Vision Project Go Live Risk Readiness Snapshot as at October 10, 2005	17
Appendix IV - Updates from Prior Reports as at October 10, 2005	25

# Pages 168 to / à 199 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

### **Audit Committee**

(September 15, 2005)

Subject mat	ter		
Vision Proje	ct		
Background	I		
Vision Proje	ct Update Report to the Au	ıdit Committee	
Information	on the matter		
N/A			
For decision	on $\square$	For information	×
Prepared by	Y		
Name: Date:	Michel Maisonneuve, D August 2005	eloitte & Touche LLP	
Managemen	nt recommendation		
N/A			
Last discuss	ed at the Board		
June 14, 200	5, information item		
Next steps			
N/A			



**Enterprise Risk** 



# VISION PROJECT UPDATE INTERIM AUDIT COMMITTEE REPORT

(For the period of May 2 to July 25, 2005)

August 2005

Confidential

This report is intended solely for the information and use of the Canadian Broadcasting Corporation's (CBC/Radio-Canada) Management and Audit Committee and is not to be used, referred to or distributed to anyone other than the CBC/Radio-Canada's Management or Audit Committee for any purpose.

All of the work performed in preparing this report is governed by and in accordance with the terms and conditions of the agreement signed between CBC/Radio-Canada and Deloitte & Touche LLP.

This report is intended to provide observations and/or recommendations to CBC/Radio-Canada's Management and Audit Committee regarding the project reviewed.

	Page
Background	1
Engagement Scope and Objectives	2
Status of Internal Audit Work by Key Area	3
Project Management	3
Business Processes Risks and Controls	
Software Testing, Implementation, Conversion and Sustainment Plans and	
Go Live Readiness Processes Risks and Controls	
IT Infrastructure  Post-Implementation Review	
Approach	
Updates from Prior Reports as at July 25, 2005	
Project Management	
Software Testing	
System Implementation, Conversion and Go Live Readiness	
Summary of Key Recommendations and Management Comments as at July 25, 2005	10
Project Management	10
Software Testing	
System Implementation	
IT Infrastructure	14
Appendices	
Appendix I - Residual Risk Snapshot	18
Appendix II - Vision Project Go Live Risk Readiness Snapshot as at July 25, 2005	23

# Pages 205 to / à 230 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

**Enterprise Risk** 



**Internal Audit Report** 

Vision Project – Integrated Report

Project Management Risks and Controls, Software Testing, System Implementation, Conversion and Sustainment Plans, and Go Live Readiness

Issue date - August 2005 (work as at July 14, 2005)

This report is intended solely for the information and use of the Canadian Broadcasting Corporation's (CBC/Radio-Canada) Management and Audit Committee and is not to be used, referred to or distributed to anyone other than CBC/Radio-Canada's Management or Audit Committee for any purpose.

All of the work performed in preparing this report is governed by and in accordance with the terms and conditions of the agreement signed between CBC/Radio-Canada and Deloitte & Touche LLP.

This report is intended to provide observations and/or recommendations to CBC/Radio-Canada's Management and Audit Committee regarding the project reviewed.

Ex	Executive Summary			
	Background			
	Engagement Scope			
	Scope of the Report			
	Summary of Procedures Performed			
	Key Updates from Prior Reports as at July 14, 2005			
	Summary of Vision Project Risks by Review Areas			

# Pages 234 to / à 247 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

**Enterprise Risk** 



**Internal Audit Report** 

Vision Project – Integrated Report

Project Management Risks and Controls, Software Testing, System Implementation, Conversion and Sustainment Plans, and Go Live Readiness

Issue date - August 2005 (work as at July 14, 2005)

This report is intended solely for the information and use of the Canadian Broadcasting Corporation's (CBC/Radio-Canada) Management and Audit Committee and is not to be used, referred to or distributed to anyone other than CBC/Radio-Canada's Management or Audit Committee for any purpose.

All of the work performed in preparing this report is governed by and in accordance with the terms and conditions of the agreement signed between CBC/Radio-Canada and Deloitte & Touche LLP.

This report is intended to provide observations and/or recommendations to CBC/Radio-Canada's Management and Audit Committee regarding the project reviewed.

Executive Summary		
Background		
Engagement Scope		
Scope of the Report		
Summary of Procedures Performed		
Key Updates from Prior Reports as at July 14, 2005	3	
Summary of Vision Project Risks by Review Areas	ε	
Details of the Vision Project Risks by Review Areas		
1. Project Management	12	
2. Software Testing	19	
3. System Implementation	25	
Appendix		
I Vision Project Co Live Rick Readiness Assessment Scorecard	43	

# Pages 251 to / à 301 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

**Enterprise Risk** 



**Internal Audit Report** 

Vision Project – Integrated Report

Project Management Risks and Controls, Software Testing, System Implementation, Conversion and Sustainment Plans, and Go Live Readiness

Issue date - November 2005 (work as at October 10, 2005)

This report is intended solely for the information and use of the Canadian Broadcasting Corporation's (CBC/Radio-Canada) Management and Audit Committee and is not to be used, referred to or distributed to anyone other than CBC/Radio-Canada's Management or Audit Committee for any purpose.

All of the work performed in preparing this report is governed by and in accordance with the terms and conditions of the agreement signed between CBC/Radio-Canada and Deloitte & Touche LLP.

This report is intended to provide observations and/or recommendations to CBC/Radio-Canada's Management and Audit Committee regarding the project reviewed.

Ex	Executive Summary		
	Background	•••	
	Engagement Scope	2	
	Scope of the Report	2	
	Summary of Procedures Performed	2	
	Key Updates from Prior Reports as at October 10, 2005	3	
	Summary of Vision Project Risks by Review Areas	. 12	

# Pages 305 to / à 323 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

**Enterprise Risk** 



**Internal Audit Report** 

Vision Project – Integrated Report

Project Management Risks and Controls, Software Testing, System Implementation, Conversion and Sustainment Plans, and Go Live Readiness

Issue date - November 2005 (work as at October 10, 2005)

This report is intended solely for the information and use of the Canadian Broadcasting Corporation's (CBC/Radio-Canada) Management and Audit Committee and is not to be used, referred to or distributed to anyone other than CBC/Radio-Canada's Management or Audit Committee for any purpose.

All of the work performed in preparing this report is governed by and in accordance with the terms and conditions of the agreement signed between CBC/Radio-Canada and Deloitte & Touche LLP.

This report is intended to provide observations and/or recommendations to CBC/Radio-Canada's Management and Audit Committee regarding the project reviewed.

Exe	ecutive Summary	1	
	Background	1	
	Engagement Scope	2	
	Scope of the Report		
	Summary of Procedures Performed		
	Key Updates from Prior Reports as at October 10, 2005		
	Summary of Vision Project Risks by Review Areas	12	
Details of the Vision Project Risks by Review Areas			
	1. Project Management	20	
	2. Software Testing		
	3. System Implementation	39	
Ар	pendix		
т	Vision Project Go Live Risk Readiness Assessment Scorecard	50	

# Pages 327 to / à 395 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

Risques d'entreprise



Rapport de vérification interne

**Projet Vision** 

Examen des risques et contrôles liés à l'infrastructure des TI

Juillet 2005

## Distribution du rapport

Ce rapport est destiné uniquement à l'information et à l'usage de la direction et du Comité de vérification de la Société Radio-Canada (CBC/Radio-Canada) et pour aucune fin il ne doit être cité ou distribué à quiconque n'est pas membre de la direction ou du Comité de vérification de CBC/Radio-Canada.

Le travail accompli pour la préparation de ce rapport est conforme aux termes et conditions de l'entente intervenue entre CBC/Radio-Canada et Deloitte & Touche s.r.l

Ce rapport vise à fournir des observations et des recommandations à la direction et au Comité de vérification de CBC/Radio-Canada concernant le processus révisé.

## Table des matières

So	mmaire	1
	Caractéristiques du projet	
	Étendue de la mission	
	Risques et contrôles liés à l'infrastructure des TI	
	·	
	Résumé du travail effectué	
	Sommaire des observations	
	Observations, recommandations et commentaires de la direction	4

# Pages 399 to / à 409 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

Enterprise Risk



Internal Audit Report

Vision Project

IT Infrastructure Risks and Controls

July 2005

This report is intended solely for the information and use of the Canadian Broadcasting Corporation's (CBC/Radio-Canada) Management and Audit Committee and is not to be used, referred to or distributed to anyone other than CBC/Radio-Canada Management or the Audit Committee for any purpose.

All of the work performed in preparing this report is governed by and in accordance with the terms and conditions of the agreement signed between CBC/Radio-Canada and Deloitte & Touche LLP.

This report is intended to provide observations and/or recommendations to CBC/Radio-Canada Management and the Audit Committee regarding the project reviewed.

Executive Summary				
	Background	1		
	Engagement Scope	2		
	IT Infrastructure Risks and Controls	2		
	Summary of Procedures Performed	3		
	Summary of Observations	3		
	Observations, Recommendations and Management Comments	4		
De	tails of IT Infrastructure Risks and Controls	11		
	1. Security Policy	11		
	2. Security Organization			
	3. Asset Classification and Control	15		
	4. Personnel Security	16		
	5. Physical and Environmental Security	17		
	6. Communications and Operations Management	18		
	7. Access Control	20		
	8. Systems Development and Maintenance	25		
	9. Backup and Disaster Recovery	26		
	10. Compliance	27		
Ар	ppendix			
I	Go Live Risk Readiness Snapshot for IT Infrastructure	33		

# Pages 413 to / à 451 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

Enterprise Risk



**Internal Audit Report** 

Marketing, Sales and Promotions

**Business Process Controls Review** 

Vision Project

June 2005

This report is intended solely for the information and use of the Canadian Broadcasting Corporation's (CBC/Radio-Canada) Management and the Audit Committee and is not to be used, referred to or distributed to anyone other than CBC/Radio-Canada Management or the Audit Committee for any purpose.

All of the work performed in preparing this report is governed by and in accordance with the terms and conditions of the agreement signed between CBC/Radio-Canada and Deloitte & Touche LLP (Deloitte).

This report is intended to provide observations and/or recommendations to CBC/Radio-Canada Management and the Audit Committee regarding the project reviewed.

Executive Summary		
Background		
Objective		
Scope	•	
Summary of Recommendations		
Summary of Management Comments		
Observations and Recommendations	4	
1. Incomplete Alignment of Control Assertions and Control Objectives		
2. Clarity of Control Objectives		
Incomplete Control Activities		
·		
4. Unclear Control Activity Wording		
5. Sub-process Control Activity Analysis Exclusion		
6. Policies, Procedures and Guidelines are not Finalized	14	
7. OnAir User Roles and Access Lists are not Finalized	10	
8. OnAir User Management Security Policies and Procedures are not Finalized		

# Pages 455 to / à 473 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

Enterprise Risk



**Internal Audit Report** 

Vision Project

Project Management Risks

Sixth Interim Report (For the period from November 2004 to January 31, 2005)

April 2005

This report is intended solely for the information and use of the Canadian Broadcasting Corporation's (CBC/Radio-Canada) Management and the Audit Committee and is not to be used, referred to or distributed to anyone other than CBC/Radio-Canada Management or the Audit Committee for any purpose.

All of the work performed in preparing this report is governed by and in accordance with the terms and conditions of the agreement signed between CBC/Radio-Canada and Deloitte & Touche LLP.

This report is intended to provide observations and/or recommendations to CBC/Radio-Canada Management and the Audit Committee regarding the project reviewed.

Exe	cutive Summary	. 1
	Background	. 1
	Engagement Scope	. 2
	Project Management Risks and Controls	. 2
	Summary of Procedures Performed	. 3
	Summary of Observations	. 3
	Summary of Risks	. 4
	Summary of Recommendations	. 4
	Summary of Management Comments	. 4
Sig	nificant Areas that Require Increased Focus from the PMO	. 6
	1. Project Planning	. 6
	2. Project Controlling	10
	3. Project Integration	16
Det	ails of Project Management Risk Observations for January 2005	17
	1. Project Planning	17
	2. Project Controlling	28
	3. Project Integration	36
Ар	pendices	
Ι	Summary of Identified Risks by Risk, Trend and Status	37
II	Updates to Previous Observations as at January 2005	38

# Pages 477 to / à 557 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

**Enterprise Risk** 



**Internal Audit Report** 

Vision Project

Project Management Risks and Controls, Software Testing, System Implementation, Conversion and Sustainment Plans, and Go Live Readiness

May 2005 (as at April 8, 2005)

This report is intended solely for the information and use of the Canadian Broadcasting Corporation's (CBC/Radio-Canada) Management and the Audit Committee and is not to be used, referred to or distributed to anyone other than CBC/Radio-Canada Management or the Audit Committee for any purpose.

All of the work performed in preparing this report is governed by and in accordance with the terms and conditions of the agreement signed between CBC/Radio-Canada and Deloitte & Touche LLP.

This report is intended to provide observations and/or recommendations to CBC/Radio-Canada Management and the Audit Committee regarding the project reviewed.

Exe	Executive Summary			
	Background			
	Audit Scope			
	Summary of Procedures Performed			
	Key Updates from Prior Reports as at April 8, 2005			
	Project Management			
	Software Testing			
	System Implementation			
_	tails of the Vision Project Risks by Review Areas			
De				
	1. Project Management	12		
	2. Software Testing	16		
	3. System Implementation	20		
Аp	pendices			
Ι	Summary of the Vision Project Go Live Readiness Assessment Scorecard	35		
ΤΤ	Country Canada Go Live Pick Peadiness Matrix	30		

# Pages 561 to / à 609 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)

Enterprise Risk



**Internal Audit Report** 

Vision Project

Software Testing Processes-Risks and Controls

March 2005

This report is intended solely for the information and use of the Canadian Broadcasting Corporation's (CBC/Radio-Canada) Management and the Audit Committee and is not to be used, referred to or distributed to anyone other than CBC/Radio-Canada Management or the Audit Committee for any purpose.

All of the work performed in preparing this report is governed by and in accordance with the terms and conditions of the agreement signed between CBC/Radio-Canada and Deloitte & Touche LLP.

This report is intended to provide observations and/or recommendations to CBC/Radio-Canada Management and the Audit Committee regarding the project reviewed.

Ex	xecutive Summary			
	Background			
	Audit Objective			
	Audit Scope	1		
	Summary of Procedures Performed	2		
	Summary of Observations, Recommendations and Management Comments	2		
De	tails of New Observations	10		
	1. OnAir – Software Testing Processes and Infrastructure			
	2. Livelink PSC and Program Contracts & Rights – Software Testing Processes and Infrastructure	20		
	3. RMS – Software Testing Processes and Infrastructure	25		
Αp	Appendices			
Ι	Defect Trend Analysis (Release 3.0.7 – 3.1.0)	33		
II	Updates to Previous Findings as at November 30, 2004	35		
III	Audit Guides and Audit Tests Matrix with Detailed Findings	63		
T\/	Sample Pelease Control Matrix	92		

# Pages 613 to / à 706 are withheld pursuant to sections sont retenues en vertu des articles

18(a), 20(1)(b)