



CANADA COUNCIL FOR THE ARTS DETAILED ACTION PLAN
to the recommendations of the Special Examination of the Fall 2018 Reports of the Auditor General of Canada (OAG)

Report Ref. No.	OAG Recommendation	Management Response	Description of Final Expected Outcome/Result	Expected Final Completion Date	Key Interim Milestones (Description/Dates)	Responsible Organization/ Point of Contact (Name, Position, Tel #)	Indicator of Achievement (For Committee Use Only)
22	The Corporation should accelerate the development and implementation of its information technology plan, including adopting best practices in information technology project management.	Agreed. The Corporation is accelerating the development and implementation of its information technology and information management plans (IT/IM) and has developed a three-year roadmap for IT/IM, under the responsibility of the Chief Information Officer (CIO), a position newly created in February 2018. The CIO is also responsible for implementing rigorous project management practices and the adequate structure to advance IT projects, beginning in the first quarter of 2018-19. The Corporation is also making an additional investment to advance on its plans related to IT.	The IT/IM Digital Shift Roadmap is developed; and rigorous project management practices and adequate structure to advance IT projects are in place. Additional investment to advance on the plans related to IT is made.	Complete Complete March 2020 December 2019	The development of the IT/IM Digital Shift Roadmap using approved project management and enterprise architecture methodologies is completed. A progress report on the deployment of the IT/IM Digital Shift Roadmap is presented to the Board's Audit and Finance Committee on a quarterly basis. A project governance structure has been formalized including business ownership at the Executive Management Committee level. The review of IT policies is underway. The implementation of a GC-aligned Enterprise Information Management Program is underway.	Ian Lovsin Chief Information Officer 613-566-4414, ext. 4096	
23	The Corporation should update its business continuity plan in a manner that addresses the weaknesses it has identified.	Agreed. The work on the business continuity plan is underway and will be completed before the end of June 2018.	The Business Continuity Plan (BCP) is updated; weaknesses identified are addressed and corrective actions are taken.	Complete June 2019 Complete September 2019	The Business Continuity Plan (BCP) is finalized and its implementation is completed. The development of an IT Disaster Recovery plan is underway. An audit of the BCP was conducted by the Council's internal auditor to assess the effectiveness of the design of the management control framework and internal controls established for maintaining and operationalizing the Council's BCP program. Management concurred with the findings and recommendations identified in the audit and developed action plans to respond to each recommendation. The development and implementation of a risk-driven enterprise IT Security Program is underway.	Carole Boileau Chief Financial Officer and Chief Security Officer 613-566-4414, ext. 4045 Ian Lovsin Chief Information Officer 613-566-4414, ext. 4096	

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35	<p>The Corporation should evaluate whether the weaknesses in its legacy programs are relevant to the new programs. As applicable, the Corporation should ensure that:</p> <ul style="list-style-type: none"> - information requested in its grant application forms aligns with the eligibility criteria and other requirements set out in its program guidelines; - employees clearly document whether grant applications have met requirements; and - scoresheets are consistently used and are consistent with the assessment criteria set out in program guidelines. 	<p>Agreed. The weaknesses identified in the legacy programs are being addressed in the new funding model (starting in April 2017). Under the leadership of the Director General of the Arts Granting Programs Division, the Granting Program Operations section will be playing a key role in providing centralized support to the new programs in order to ensure operational integrity and coherence. This includes responsibility for the application of the operational policies, training and orientation on granting systems and procedures, alignment of program guidelines and application forms, documentation to ensure grant application requirements are met, and the consistent use of scoresheets. The Corporation will also reinstate the practice of regular verification of grant application files, beginning in April 2018. The Corporation will also continue to develop new functionality in its online portal, including plans to clearly communicate the rationale for ineligibility to applicants via the portal and to create an integrated, digital scoring tool.</p>	<p>The weaknesses identified in the legacy programs are addressed in the New Funding Model and corrective actions are taken.</p>	<p>Complete</p> <p>Complete</p> <p>September 2019</p>	<p>Scoresheets are consistently used and are consistent with the assessment criteria set out in program guidelines since June 2018.</p> <p>The development of clear documentation of eligibility criteria for applications is completed. Mechanisms are in place to ensure the correct process and documents related to eligibility are completed.</p> <p>The alignment of grant applications with eligibility criteria and other requirements is underway.</p>	<p>Carolyn Warren Director General, Arts Granting Programs Division 613-566-4414, ext. 4042</p>	
36	<p>The Corporation should ensure that employees follow its conflict of interest requirements.</p>	<p>Agreed. The Corporation will ensure that conflict of interest forms are completed by employees annually. Management will also ensure conflicts of interest are consistently recorded for program officers involved in the internal assessment of grant applications.</p>	<p>Conflict of interest forms are completed by the Corporation's employees annually.</p> <p>The conflicts of interest are consistently recorded for program officers involved in the internal assessment of grant applications.</p>	<p>Complete</p> <p>Complete</p>	<p>The conflict of interest form was included as part of the Performance and Professional Development Agreement process. Therefore, all employees systematically complete and sign a conflict of interest form on an annual basis, starting in 2018-19.</p> <p>The Council developed and implemented a new mechanism to ensure conflicts of interest are consistently recorded for program officers involved in the internal assessment of grant applications. An internal audit of competitions noted that conflict of interest forms were signed.</p>	<p>Joanne Larocque-Poirier Chief of Staff and Corporate Secretary 613-566-4414, ext 5041</p> <p>Carolyn Warren Director General, Arts Granting Programs Division 613-566-4414, ext. 4042</p>	