



# INTERNAL AUDIT REPORT

## **Information Technology (IT) Asset Management and Contracts Audit**

November 2024

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### **INFORMATION TECHNOLOGY (IT) ASSET MANAGEMENT AND CONTRACTS AUDIT**

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#### **CONCLUSION AND SUMMARY**

The IT Asset & Contract (ITAC) team within the Office of the Chief Information Officer (OCIO) is responsible for IT Asset Management (ITAM) at the City. ITAM is the continuous process of maintaining an updated inventory of IT assets, both tangible and intangible. It incorporates a set of policies and procedures to assist the organization in managing IT assets throughout their lifecycle. A robust ITAM process ensures assets are being deployed, maintained, and disposed of in a timely and cost-effective manner. It also assists organizations in quantifying and mitigating operational, financial, legal and reputational risks associated with IT assets, to maximize value to the City.

Although the department has taken steps to mature the ITAM process, improvements are required to efficiently and effectively mitigate risks associated with ITAM activities. The following opportunities were identified:

- Continue to mature the ITAM program and governance process.
- Track IT asset inventory in a centralized repository and regularly monitor ongoing asset usage.
- Incorporate enhanced status tracking of assets during the decommissioning and disposal lifecycle phase.
- Capture all IT asset contracts in the contract tracking dashboard.

IT governance provides a structure for aligning IT strategy with business strategy. It provides a framework for best practices and controls. Although an ITAM Framework, Lifecycle model and Charter have been developed as part of establishing the ITAM Program, an overarching ITAM Strategy has not been developed. An ITAM Strategy establishes ITAM goals and priorities, and provides direction for the effective management of the Program. In addition, the Enterprise Governance of IT Committee (“Committee”) has not reviewed and approved the foundational ITAM Program documents. Although the Committee was established after the implementation of the ITAM Program, it is crucial that governance stakeholders review and approve those foundational documents, to facilitate the effective management of the Program.

Tracking IT assets in a centralized inventory repository enables asset usage and safeguard monitoring - mitigating the risk of loss, underutilization of assets, theft and misappropriation of assets. As part of the audit, it was noted that IT asset end-user devices are tracked using multiple asset repositories, with some devices, such as desktops, notebooks, Windows tablets and pod printers being tracked using two asset repositories. Managing multiple inventory trackers is not optimal; a fit-for-purpose IT end-user inventory tracking system that captures all inventory classes and data in a single system will reduce administrative efforts, achieve greater data centralization, and enable identification of opportunities to incorporate automation in the management of end-user assets, throughout an assets’ lifecycle. Although device usage reports are generated for mobile devices and PC’s, a regular recurring process to identify, follow-up and investigate the reason for low device usage is not currently performed. Unused/inactive devices introduce financial and security risks for the City. Establishing a regular follow-up process for devices

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identified as being underutilized will facilitate re-purposing or retiring devices that no longer have a defined usage, aids in identifying and locating devices that may have been misplaced and ensures low/no usage devices are periodically connected to the network to receive security patches and updates.

The decommissioning of computers follows the PC Replacement Program, in which a structured approach to reclaiming, sanitizing and disposing for resale of old computers follows a four-year replacement cycle. Although a process exists to decommission and dispose of IT assets, improved asset status tracking throughout the decommissioning and disposal process would increase visibility and reduce the risk of decommissioned assets being inadvertently omitted from the competitive bid process. Verifying and documenting that all decommissioned assets have been added to the bid disposal listing ensures all assets subject to bid disposal are sold, recouping value to the City.

Maintaining a central repository of IT asset contracts facilitates the appropriate supervision, tracking, and oversight of contracts. OCIO maintains a contract tracking dashboard, which captures active and inactive contracts, pertinent contract documentation, contract review year, and bid issue and contract expiry date. Although the dashboard exists, OCIO confirmed that not all IT asset contracts have been captured. OCIO developed the dashboard in 2020 and has since been updating it with the intention to capture all contracts. Ensuring that a comprehensive database of all IT asset contracts is maintained, updated and regularly reviewed supports appropriate planning and decision making for future IT asset expenditures.

This audit was conducted in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

Internal Audit will follow up on the status of outstanding management action plans related to this audit and will report the status at a future Audit Committee meeting.

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### BACKGROUND

Asset management involves analyzing and tracking the lifecycle of an asset to maximize its value. At a high level, the process begins with acquiring the asset, using the asset, supporting and maintaining the asset, then disposing the asset at the conclusion of its useful life. Asset management programs help ensure informed decisions can be made as to when to retire and/or replace an asset.

The City continues to experience substantial growth in new technology projects and increased utilization of existing and new technology. There has also been a continued increase in licensing through vendor service agreements.

The City operates many types of IT assets, including hardware, software, and business applications, to support service delivery. It is vital that the City tracks its IT asset inventory and maximizes the usefulness of its IT assets to ensure their continued reliability and availability. If IT asset lifecycles are not managed efficiently and effectively, there is a greater risk of these assets becoming outdated, not meeting the needs of the City, and potentially increasing IT security risks.

The ITAC team within OCIO, is responsible for ITAM at the City. According to OCIO, the City has been following the Information Technology Infrastructure Library (ITIL) framework for over 20 years. This framework contains best practices in IT Service Management. ITAM principles were introduced in ITIL v3 (2007) as part of the Service Asset and Configuration Management (SACM) process, which included asset management but did not emphasize ITAM as a distinct strategic function. With the release of ITIL v4 (2019), ITAM has been elevated to a standalone practice, highlighting its critical role in optimizing asset value, controlling costs, and supporting informed decision-making.

### OBJECTIVES AND SCOPE

The objective of the audit was to evaluate the adequacy and effectiveness of the internal controls, processes and procedures in place related to IT Asset Management (ITAM) and Contracts, and that they are adequately designed and operating as intended to mitigate business risks.

The audit approach included assessing that policies and procedures exist, are regularly reviewed, updated and applied consistently; governance, management, control and oversight of IT assets exist; asset contracts are appropriate to satisfy the needs of the City; appropriate processes for the budgeting, acquisition, usage, maintenance, decommissioning and disposal of IT assets exist; and IT assets are adequately safeguarded.

The scope of the audit covered the period of September 2023 to September 2024.

This audit was conducted in conformance with the *International Standards for the Professional Practice of Internal Auditing*.

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### DETAILED REPORT

#### **1. Continue to Mature the ITAM Program and Governance Process**

IT governance provides a structure for aligning IT strategy with business strategy. It provides a framework for best practices and controls. Oversight ensures results are being measured against achieving the Term of Council Priorities and strategic objectives. Effective governance is critical to ensure that IT assets are effectively managed throughout an assets' lifecycle, to facilitate meeting organizational requirements.

An established ITAM Program with ongoing governance oversight is vital to the successful management of organizational IT assets. According to the International Association of IT Asset Managers (IAITAM), "IT asset management is a set of business practices that incorporates IT assets across the business units within the organization. It joins the financial, inventory, contractual and risk management responsibilities to manage the overall lifecycle of these assets including tactical and strategic decision making."

In 2019, the Office of the Chief Information Officer (OCIO) identified that establishing an ITAM Program would be beneficial to reduce and avoid unnecessary IT lifecycle costs, mitigate risks (including but not limited to operational, legal, financial, regulatory and reputation) and maximize value from IT investments. To assist in the development of an ITAM Program, a consultant was engaged, who performed an IT asset maturity assessment and proposed key program materials, including an IT Asset Framework and Lifecycle. In 2020, OCIO selected and adopted the current ITAM Program Framework and IT Asset Lifecycle. The lifecycle includes five key IT asset management phases: I. plan and budget, ii. acquire, iii. deploy and maintain, iv. use, and v. deinstall, reclaim and dispose.

Although the IT Asset & Contract (ITAC) team within OCIO has made strides in the establishment of the ITAM Program, the following were noted during the audit:

- Despite an ITAM Framework, Lifecycle model and ITAM Charter being developed as part of the ITAM Program, an overarching ITAM Strategy has not been developed. An ITAM Strategy establishes ITAM goals and priorities and provides direction for the effective management of the Program.
- The ITAM Program and associated framework, lifecycle model and charter have not been presented to the Enterprise Governance of IT Committee (the "Committee") for review, input and approval. Although the Committee was established after the development of the ITAM Program, it is crucial that key governance stakeholders review, provide commentary, and approve foundational documents related to the ITAM Program. In addition, regular review and update of key Program documentation should be performed and documented, with input and approval solicited from the Committee.
- An ITAM maturity assessment was performed by an external consultant between Q1 2020 through Q4 2021. The assessment baselined the current state of the City's IT operations against four measurement criteria: People, Process, Technology and Business Management. An evaluated rating of 30%, indicating "Committed" on a 6-

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part scale, was assessed. A Committed rating is summarized as, *“Moving to a managed environment, for example, for day-to-day IT support processes and improved success in project management to become more customer-centric and increase customer satisfaction.”*

The following is the consultant’s maturity scoring table:

0-10% Survival
11-20% Aware
21-40% Committed
41-60% Proactive
61-80% Service Aligned
81-100% Business Partnership

Management agreed with the results of the assessment performed in 2021. However, it concluded that disruptions caused by COVID-19 impacted the quality of the assessment. As a result, OCIO subsequently performed an ITAM maturity self-assessment in 2023, awarding itself a score of 60%, indicating “Proactive”. Although a self-assessment measures progress to date, engaging an external consultant to perform a formal follow-up maturity assessment ensures an impartial assessment is performed. It also promotes exposure to current industry better practice(s), aids in the development of appropriate action plans to remediate any gaps which may not have been self-identified and encourages feedback and guidance to assist in the continued maturing the ITAM Program.

- Although ITAC staff involved in the lifecycle management of IT assets possess relevant certifications and evidence of current staff training records are maintained, it was observed that job descriptions for three key roles have not been recently updated. As IT standards and industry practices continue to evolve on a frequent basis, it is important that job descriptions remain current, to ensure expected competencies for prospective new hires are reflected, in the event new staff need to be added to the team. Job descriptions that do not reflect current education and experience requirements may lead to unqualified and/or inexperienced new staff being hired.

Appropriate IT governance is vital to ensure key stakeholders participate in decision making related to IT assets. This includes oversight of the ITAM Program. Although an ITAM Program has been established, ITAC acknowledges the need to continue maturing the Program - it has been proactively reviewing and considering updated industry practices. This is important as technology continues to evolve at a rapid pace. Engaging industry experts to perform a comprehensive maturity assessment of the ITAM Program will promote its continued maturation.

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#### Recommendations

We recommend that management:

- Develop an IT Asset Management Strategy.
- Present foundational ITAM Program documentation (ITAM Strategy, Framework, and Lifecycle) to the Enterprise Governance of IT Committee for review, input, and approval.
- Engage an external consultant to perform a follow-up IT maturity assessment. Update components of the ITAM Program to be in alignment with industry better practice.
- Review and update job descriptions for key staff positions.

#### Management Action Plan

Management agrees with the audit recommendations.

OCIO will continue developing the IT Asset Management Strategy. An industry review will identify key elements for the Strategy, including a jurisdictional scan of peer municipalities and best practice materials. The Strategy will choose an IT Asset Management Framework from International Association of IT Asset Managers (IAITAM), Information Technology Infrastructure Library (ITIL), or a suitable combination that fits IT Asset Lifecycle requirements. High-Level ITAM Strategic Goals will be assessed and revised to align with best practices, reduce lifecycle costs, mitigate risks, and enhance IT investment value. The foundational ITAM program documentation will be presented to the Enterprise Governance of IT Committee for review and approval. (Q4 2025)

OCIO will engage an external consultant through the public procurement process to perform an evaluation of the IT asset management process and assess lifecycle maturity. (Q1 2026)

OCIO will work on revising and updating job descriptions involved in ITAM processes to better align with industry best practices. Given the rapid evolution of both the IT and ITAM sectors, periodic assessments are essential to prevent obsolescence and position the City as an industry leader. (Q2 2026)

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#### **2. Track IT Asset Inventory in a Centralized Repository and Regularly Monitor Ongoing Asset Usage**

According to the Canadian Centre for Cyber Security, “the main purpose of ITAM is to create and maintain an asset repository that contains an accurate, current, and complete inventory of all the IT assets in your organization.” This ensures that assets are being effectively tracked throughout their lifecycle, from onboarding, usage, maintenance and decommission. Information about an asset that is consolidated into one system supports effective management. The Canadian Centre for Cyber Security adds, “when this data is consolidated in one place, it decreases administrative costs, optimizes asset efficiency, and gives your organization greater visibility into asset utilization, costs, and maintenance.”

Tracking IT assets in a centralized inventory repository enables asset usage and safeguard monitoring - mitigating the risk of loss, underutilization of assets, theft and misappropriation of assets. When underutilization is identified, efforts should be taken to redeploy assets to uphold the standard of value-for-money in the deployment and ongoing usage of assets.

The following observations were noted as part of the IT asset inventory tracking and monitoring process review:

- IT asset end-user devices such as desktops, notebooks, Windows tablets and pod printers are currently tracked using two asset repositories; the FootPrints asset repository and an MS Excel sheet (referred to as the “Config” sheet). Two repositories are used due to limitations with the FootPrints asset repository, preventing the Excel sheet from being retired. The FootPrints repository is used to track the unique device ID, warranty period, device description, who the device is assigned to, and date of disposal (for devices that have been disposed). However, it is unable to capture departmental financial account information, nor is it able to generate the unique, sequential, and unalterable asset tag (the device ID) for new assets added to the inventory; the Excel “Config” sheet is used. Although unique and sequential asset tracking ID’s are generated by the Excel sheet (with the corresponding physical ID tag affixed to the device), the current process of using Excel does not ensure unalterable ID generation.
- Although the majority of IT assets are tracked using FootPrints, a number of IT asset classes are not tracked in the central repository. For example, laptop docking stations and monitors are categorized by OCIO as “peripherals” due to their relative lower dollar value compared to notebooks and desktops and are considered lower risk assets due to corporate data not stored on these devices. Consequently, docking stations are not tracked in inventory records, and monitors are tracked on a separate SharePoint inventory listing. Audio visual (AV) hardware is not tracked in the FootPrints register. Instead, it is tracked on a separate standalone inventory Excel tracker.
- OCIO generates an inactive mobile report (‘Zero Device Usage Report’) by department, on a monthly basis. This report captures devices that have a SIM card installed for mobile connectivity, which have not been used (no voice, data or text usage) for a period of 30 days. These mobile devices include cell phones, modems, and Internet of



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Things (IoT) devices that transmit data (such as SCADA control monitoring modules). These reports are provided to departments to identify unused devices for the previous month, to review if any devices require deactivation (for example, no longer needed, lost, misplaced, or malfunction). However, no follow-up process is performed by OCIO to confirm that departments have reviewed and taken action related to inactive devices. As a result, devices may continue to go unused. Devices that continue to be inactive will remain on the 'Zero Device Usage Report' until they are either used or are deactivated through the deactivation request process initiated by the department. Per review of a report provided during the audit, 269 devices have been inactive for at least 30 days. OCIO clarified that unused devices may be the result of mobile phones reserved for seasonal workers, mobile phones waiting to be assigned to a new hire, and back-up devices (modems and mobile phones) for emergency purposes. Mobile SIM card charges continue to be incurred while devices go unused. Based on the June 2024 Zero Device Usage Report, the monthly cost incurred for unused SIM cards was \$4,327.35.

- Although OCIO generates a report to identify PC's with low device usage ('End-User Device Low Usage Report') and has in the past followed-up with departments possessing inactive devices as part of the PC Renewal Program, a regular recurring process to identify, follow-up and investigate the reason for low device usage is not currently performed. Per review of a low usage report provided during the audit, 183 devices had not been used for at least 181 days. Of the 183 devices, 82 had been inactive for greater than 365 days.

Managing multiple inventory systems is not an optimal solution. Using Excel to track information is prone to unintended data modifications, along with the increased administrative effort required to manage multiple systems. A fit-for-purpose IT end-user inventory tracking system that captures all inventory classes and data in a single system will reduce administrative efforts, achieve greater data centralization, and enable identification of opportunities to incorporate automation in the management of end-user assets throughout an assets' lifecycle.

Unused/inactive devices introduce financial and security risks for the City. This includes, but not limited to consuming corporate software licenses that could otherwise be used for different devices/users (resulting in over licensing costs), presents security risks due to software patches not being regularly applied, and incurs unnecessary monthly mobile SIM card charges for departments when mobile devices are not being used. Establishing a regular follow-up process for devices identified as being underutilized will facilitate re-purposing or retiring devices that no longer have a defined usage, aids in identifying and locating devices that may have been misplaced and ensures low/no usage devices are periodically connected to the network to receive security patches and updates.

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#### Recommendations

We recommend that management:

- Investigate the feasibility of consolidating IT assets into a centralized inventory management system, to track all required information. This system should have the capability of generating unique, sequential, and unalterable device ID's.
- Initiate a scheduled verification process to confirm the continued existence and usage of IT assets. This would include following up with departments with low mobile device and PC device usage.
- For mobile devices repeatedly identified on the zero device usage report, request departments to provide a business reason for keeping those SIM cards active.
- Where appropriate, redeploy assets to optimize device usage and/or deactivate SIM cards that are no longer used.

#### Management Action Plan

Management agrees with the audit recommendations.

OCIO will assess and provide recommendations on the viability of centralizing IT assets into a unified inventory management system to track all necessary information. (Q4 2025)

OCIO will enhance the procedure to verify and monitor PCs and Mobile Devices/SIM Cards with low or zero usage by implementing scheduled checks after a set period of inactivity. The Zero Device Usage process will include follow-up communications with departments to confirm device existence and provide a valid business justification. Where appropriate, assets will be redeployed to optimize device usage. Updates to the asset register from these verifications will be included, along with an escalation process for nonresponsive departments regarding both PCs and Mobile Devices/SIM Cards. (Q4 2025)

**3. Incorporate Enhanced Status Tracking of Assets During the Decommissioning and Disposal Lifecycle Phase**

IT asset decommissioning and disposal is a critical phase in the lifecycle management process. Per the International Association of IT Asset Managers (IAITAM) Best Practice Library (BPL), it defines six core goals for Disposal Management: i. to dispose of assets legally and securely; ii. asset disposal requirements are identified and understood; iii. disposed assets are accurately tracked; iv. the end-of-life process is defined, and the disposal procedures are implemented; v. software is harvested and reallocated during the disposal cycle; and vi. information security for disposed assets is ensured. These goals collectively ensure that sensitive information and data are safeguarded, assets are securely disposed of, and recouping value through resale of IT assets.

The decommissioning of computers follows the PC Replacement Program, in which a structured approach to reclaiming, sanitizing and disposing for resale of old computers follows a four-year replacement cycle (based on initial purchase date of the computer). Once a computer identified for decommissioning has been collected, software is used to erase the assets' data. A sticker "Retired" is affixed to the hardware and it is placed on a skid with other retired IT assets in a locked cage to distinguish from non-retired assets. Monitors, small desk printers, UPS's (uninterrupted power sources), AV hardware and projectors follow a similar process once deemed unusable and not appropriate for repurposing (for example, missing parts, components defective, no longer working). Once or twice a year, after a sufficient number of decommissioned assets have been accumulated, Procurement Services facilitates a competitive bid process to sell the assets. Once a successful bidder has been awarded and the assets have been sold, the individual status of the assets are updated in the asset repository from the previous "Active" status to "Retired" status, and "Disposed" sub-status. The disposal bid number is updated per asset in FootPrints, to formally document the assets' exit from the organization.

Although a process exists to decommission and dispose of IT assets, improved asset status tracking throughout the decommissioning and disposal process would increase visibility and reduce the risk of decommissioned assets being inadvertently omitted from the competitive bid. The following observations were noted:

- When an asset to be disposed of is removed from active use (is returned to OCIO by a City employee), but before it is fully sanitized of data, the status of the asset is not updated in the asset repository to reflect the asset in a "Quarantined" status.
- After an asset has been sanitized of data, but prior to exiting the organization via disposal bid, the status of the asset is not updated in the asset repository to reflect the asset in a "Decommissioned" status.
- A process to verify all decommissioned assets have been added to the bid disposal listing has not been established. For context, any assets updated in the asset repository as "Disposed" have been physically confirmed to be on the disposal spreadsheet, to be included as part of the competitive bid. As a result, any assets still in a "Decommissioned" status suggests they may not have been added to the bid

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disposal listing. Confirming that all decommissioned assets have been added to the bid disposal spreadsheet ensures that assets are not inadvertently “missed” from being sold.

Management agrees that implementing the additional tracking and verification process will enhance visibility of individual assets in the decommissioning and disposal lifecycle phase. These enhancements ensure all assets subject to bid disposal are sold, recouping value to the City.

#### **Recommendations**

We recommend that management:

- Finalize the enhanced status tracking of assets during the decommissioning and disposal lifecycle phase in the inventory tracking system.
- Finalize the process to review and confirm that all assets received for decommissioning are included in the competitive bid disposal.

#### **Management Action Plan**

Management agrees with the audit recommendations and remediation work is already underway.

OCIO will enhance processes and procedures required to track end-user assets with greater visibility when they transition between the "Active" and "Retire" phases of the IT Asset Lifecycle. This will include the addition of new sub-status values, “Decommissioned” and “Quarantined” to the asset repository, facilitating tracking for assets removed from active use but not yet disposed of via public bid. Procedures will be updated accordingly to accommodate this change. (Q2 2025)

The "IT Assets Management Operational Guidelines" will also be updated to include a procedure for scheduled semi-annual checks, ensuring that assets in the "Decommissioned" sub-status are confirmed for disposal through disposal bid cycles, which occur 1-2 times per year. (Q2 2025)

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#### 4. Capture All IT Asset Contracts in the Contract Tracking Dashboard

Maintaining a central repository of IT asset contracts facilitates the appropriate supervision, tracking, and oversight of contracts. This includes capturing when a contract has been initiated, when asset license expiry dates approach (and may require renewal or going-to-market), and for future IT asset expenditure planning. Some contracts may extend multiple years and having a comprehensive database of contracts that is updated, maintained and reviewed on a regular basis enables data-driven expenditure decisions.

OCIO maintains a contract tracking dashboard to track and manage IT asset contracts. This dashboard captures active and inactive contracts, pertinent contract documentation such as a copy of the contract and supporting information prepared to award the contract, department contact information, contract review year, and bid issue and contract expiry date. Using the dashboard, OCIO meets regularly with Procurement and client groups to proactively identify contracts nearing expiry, to decide on next steps, and to ensure no stoppage of service, software, or access to hardware.

Although the dashboard exists, OCIO confirmed that not all IT asset contracts have been captured in the dashboard. OCIO developed the dashboard in 2020 and has since been updating it with the intention to capture all contracts. OCIO's initial focus was on high dollar value contracts, operationally sensitive contracts, and new contracts as they are signed. OCIO estimates that it has captured approximately 90% of all IT asset contracts in the dashboard and will endeavor to identify the remaining contracts that have not already been included, and to include them.

Ensuring that a comprehensive database of all IT asset contracts is maintained, updated and regularly reviewed supports appropriate planning and decision making for future IT asset expenditures.

#### **Recommendation**

We recommend that management update the contract tracking dashboard to capture all IT asset contracts.

#### **Management Action Plan**

Management agrees with the audit recommendation.

By serving as the intake point for all OCIO owned IT-related contracts, ITAC will ensure that all contracts are incorporated into the contract tracking dashboard within their next renewal cycle for optimal management throughout their lifecycle. (Q1 2027)

The ITAC team will direct OCIO staff that all OCIO-owned IT-related contracts will be processed through the ITAC team to centralize OCIO's contracts. (Q1 2025)

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#### **5. Continue to Develop and Update Relevant, Current and Appropriate Policies and Procedures, Operational Guidelines and Standards**

Standard Operating Procedures (SOPs) are established methods of conducting routine or repetitive tasks performed by staff. They document the way activities are to be performed for the consistent performance and conformance to policies and procedures. To be effective they should identify roles and responsibilities, provide expectations, and guidance to achieve operational objectives.

OCIO has developed IT Asset Management Operational Guidelines that provide guidance in the performance of the five key IT asset management lifecycle phase activities. Although guidance exists, reference and alignment with industry better practice is not documented for all lifecycle phase activities. In addition, a regular and consistent review cycle of the operational guidelines has not been established.

The development, use and regular updating of key process documentation, in alignment with industry better practice provides individuals with information to appropriately perform tasks in a consistent manner, to promote quality end results. Management acknowledges the risk of outdated, inconsistent and/or missing process documentation and the need to continue updating operational guidelines to ensure they are appropriate, up to date and comprehensive. Prior to the commencement of the audit, management has been proactively investigating industry better practice and has used a risk-based approach to prioritize the updating of process documentation. We encourage management to continue this process.

#### **Recommendations**

We recommend that management:

- Continue to update key Program documentation including, policies, procedures, and Operational Guidelines to promote consistency and quality in IT asset management activities.
- Align and reference Program documentation with industry better practice.
- Establish a periodic review cycle and document the review.

#### **Management Action Plan**

Management agrees with the audit recommendations.

OCIO will establish a periodic review cycle for ITAM-related different classes of documentation (Procedures, Processes, Standards, Policies) with a documented review. This will ensure OCIO's continuous alignment with best practices. (Q1 2026)

OCIO will align applicable processes and procedures with industry-standard ITAM frameworks by referencing the specific framework they comply with. (Q2 2026)