

Segments, Processes, Risks & Controls

1 Information Integrity

2 Business Requirements

Are business systems designed according to user needs?

296 CC-R1 Poor design/implementation

Systems are not designed according to user needs or are not properly implemented

CC-C01 Involve users in review and approval to ensure systems are designed to meet user requirements

CC-C02 Use project management procedures to ensure proper management of systems development activities

CC-C03 Use a systems development life-cycle, which includes the following key aspects or phases:
Request for systems design Feasibility study General system design Detailed system specifications Program testing System testing Conversion System acceptance and approval

3 Change Control

211 CC-R2 Poor program change control

System and program modifications are implemented incorrectly

CC-C04 Use well-controlled system and program change procedures, including:

- Properly approved system/ program change requests
- Approved changes are tracked throughout change process
- Review and approve final design of changes by users
- All changes, including those initiated in data processing, are subject to appropriate testing, and test results are reviewed and approved by user and data processing management
- Approve implementation of tested changes
- Notify data processing departments affected by changes
- Prepare/update documentation (such as operations runbooks, user manuals, program narratives and system description)

4 Computer Operations

212 CC-R3 Poor computer operation procedures

Computer operations fail to use correct programs, files and procedures

CC-C05 Require written approval, including user involvement where appropriate, for departures from authorized set-up and execution procedures

CC-C06 Establish adequate job set-up and execution procedures over:

- Setting up of batch jobs
- Loading on-line application systems
- Loading system software

CC-C07 Establish adequate procedures for identifying, reporting and approving operator actions, such as:

- Initial loading of system and application software
- System failures
- Restart and recovery
- Emergency situation
- Any other unusual situations

CC-C09 Use control statements and parameters in processing that are in accordance with approved procedures

CC-C08 Prepare and adhere to a production job schedule; document and approve departures from the schedule

5 Logical Security (Data)

213 CC-R4 Unauthorised data access

Data files are subjected to unauthorized access

CC-C10 Establish a security policy stating senior management's commitment on information security; demonstrate such commitment through appropriate actions

CC-C11 Establish standards, procedures and guidelines that translate the security policy into rules and compliance criteria; these standards and procedures normally address such matters as:
The information classification scheme for information stored on computers and outside of data processing, including security categories (e.g., research, accounting, marketing) and security levels (e.g., top secret, confidential, internal use only, unclassified)
The data in each information class and the individuals or functions authorized to use the data and the control and protection requirements

The types of classes of sensitive assets and for each:

- Potential threats
- Protection requirements

The responsibilities of management, security administration, resource (data, programs or assets) owners, computer operations, system users and internal auditors, with respect to:

Ownership of resources

Procedures for granting access
 Procedures for establishing users' and access privileges
 Required authorizations
 Security monitoring
 The consequences of non-compliance with policy, standards and procedures
 The security implementation plan, if applicable

6 Logical Security (Programs)

218	CC-R9	Unauthorized program modification
Programs are subjected to unauthorized modification		
CC-C23	Consider the development of an information security risk	
CC-C24	Maintain proper physical security over computer hardware and software and information stored outside of data processing	
CC-C25	Use a security or access control software package to enhance the protection of data fields and system and program libraries	
CC-C26	Use proper system software controls to ensure that system software is properly implemented, maintained and protected from unauthorized changes	
214	CC-R5	Poor design/implementation
Systems are not designed according to user needs or are not properly implemented		
CC-C12	Involve users in review and approval to ensure systems are designed to meet user requirements	
CC-C13	Use project management procedures to ensure proper management of systems development activities	
CC-C14	Use a systems development life-cycle, which includes the following key aspects or phases:	
215	CC-R6	Poor program change control
System and program modifications are implemented incorrectly		
CC-C15	Use well-controlled system and program change procedures, including: Properly approved system/ program change requests? Approved changes are tracked throughout change process? Review and approve final design of changes by users? All changes, including those initiated in data processing, are subject to appropriate testing, and test results are reviewed and approved by user and data processing management? Approve implementation of tested changes? Notify data processing departments affected by changes? Prepare/update documentation (such as operations runbooks, user manuals, program narratives and system description)	
216	CC-R7	Poor computer operation procedures
Computer operations fail to use correct programs, files and procedures		
CC-C16	Require written approval, including user involvement where appropriate, for departures from authorized set-up and execution procedures	
CC-C17	Establish adequate job set-up and execution procedures over: Setting up of batch jobs? Loading on-line application systems? Loading system software	
CC-C18	Establish adequate procedures for identifying, reporting and approving operator actions, such as: Initial loading of system and application software? System failures? Restart and recovery? Emergency situation? Any other unusual situations	
CC-C20	Use control statements and parameters in processing that are in accordance with approved procedures	
CC-C19	Prepare and adhere to a production job schedule; document and approve departures from the schedule	
217	CC-R8	Unauthorised data access
Data files are subjected to unauthorized access		
CC-C21	Establish a security policy stating senior management's commitment on information security; demonstrate such commitment through appropriate actions	
CC-C22	Establish standards, procedures and guidelines that translate the security policy into rules and compliance criteria; these standards and procedures normally address such matters as: The information classification scheme for information stored on computers and outside of data processing, including security categories (e.g., research, accounting, marketing) and security levels (e.g., top secret, confidential, internal use only, unclassified)? The data in each information class and the individuals or functions authorized to use the data and the control and protection requirements? The types of classes of sensitive assets and for each: Potential threats? Protection requirements? The responsibilities of management, security administration, resource (data, programs or assets) owners, computer operations, system users and internal auditors, with respect to: Ownership of resources? Procedures for granting access? Procedures for establishing users' and access privileges? Required authorizations? Security monitoring? The consequences of non-compliance with policy, standards and procedures? The security implementation plan, if applicable	

7 Financial Administration

8 Process Accounts Payable

9 Invoices

223	CC-R10	Missing documents
Missing documents or information		
CC-C27	Match invoice, receiving and purchase order information and follow up on missing inconsistent information	
CC-C28	Follow up on unmatched open purchase orders, receiving reports and invoices and resolve missing, duplicate or unmatched items, by individuals independent of purchasing and receiving functions	
CC-C29	Prenumber and account for purchase orders and receiving reports	
224	CC-R11	Inaccurate input of data
Inaccurate input of data		
CC-C30	Use of control totals or one-for-one checking	
225	CC-R12	Fraudulent accounts payable
Invalid accounts payable fraudulently created for unauthorized or non-existent purchases		
CC-C31	Reconcile vendor statements to accounts payable items	
CC-C32	Restrict ability to modify data	
226	CC-R13	Missing documents or information
Missing documents or information		
CC-C33	Match invoice, receiving and purchase order information and follow up on missing or inconsistent information	
CC-C34	Follow up on unmatched open purchase orders, receiving reports and invoices and resolve missing, duplicate or unmatched items, by individuals independent of purchasing and receiving functions.	
CC-C35	Prenumber and account for purchase orders and receiving reports	
CC-C36	Match invoice, receiving and purchase order information and follow up on missing or inconsistent information	
CC-C37	Follow up on unmatched open purchase orders, receiving reports and invoices and resolve missing, duplicate or unmatched items, by individuals independent of purchasing and receiving functions.	
CC-C38	Prenumber and account for purchase orders and receiving reports	

10 Discounts

227	CC-R14	Missing or untimely receipt of documents
Missing or untimely receipt of documents		
CC-C39	Investigate unmatched information before due date	
CC-C40	Maintain accounts payable ledger by discount date	

11 Returns/Allowances

Are all returns and allowances accurately recorded for all authorized credits, and only for such credits?

228	CC-R15	Missing documents or information
Missing documents or information		
CC-C41	Match shipping orders for returned goods with vendors' credit memos	
CC-C42	Follow up on unmatched shipping orders for returned goods and related receiving reports and invoices and resolve missing, duplicate or unmatched items, by individuals independent of accounts payable function	
CC-C43	Review vendor correspondence authorizing returns and allowances	
CC-C44	Prenumber and account for shipping orders for returned goods	
229	CC-R16	Inaccurate input of data
Inaccurate input of data		
CC-C45	Reconcile accounts payable with vendor statements	

12 Completeness and Accuracy

230	CC-R17	Unauthorized input for nonexistent returns
Unauthorized input for nonexistent returns		
CC-C46	Reconcile accounts payable subsidiary ledger with purchase and cash disbursement transactions	
231	CC-R18	Unauthorized additions to accounts payable
Unauthorized additions to accounts payable		
CC-C47	Resolve differences between the accounts payable subsidiary ledger and the accounts payable control account	

13 Safeguard Records

232	CC-R19	Unauthorized data access
Unauthorized access to accounts payable records and stored data		
CC-C48	Restrict access to accounts payable and files used in processing payables	
CC-C49	Restrict access to mechanical check signers and signature plates	

14 Process Accounts Receivable

15 Billed

233	CC-R20	Missing documents
Missing documents or incorrect information		
CC-C50	Communicate nonstandard shipping or contract terms to accounts receivable	
CC-C52	Verify shipping or contract terms before invoice processing	
CC-C51	Use standard shipping or contract terms	
234	CC-R21	Cutoff errors
Improper cutoff of shipments at the end of a period		
CC-C53	Identify shipments as being before or after period-end by means of a shipping log and prenumbered shipping documents. Reconcile goods shipped to goods billed.	

16 Authorised

235	CC-R22	Missing documents
Missing documents or incorrect information		
CC-C54	Match orders, shipping documents, invoices and customer information, and follow through on missing or inconsistent information	
CC-C55	Monitor number of customer complaints regarding improper invoices or statements (performance indicator)	
CC-C56	Mail customer statements periodically and investigate and resolve disputes or inquiries, by individuals independent of the invoicing function	
CC-C57	Prenumber and account for shipping documents and sales invoices	

17 Returns/Allowances

236	CC-R23	Missing documents
Missing documents or incorrect information		
CC-C58	Match credit memos and receiving documents and resolve unmatched items by individuals independent of the accounts receivable function	
CC-C59	Authorize credit memos by individuals independent of accounts receivable function	
CC-C60	Prenumber and account for credit memos documents	
237	CC-R24	Inaccurate input of data
Inaccurate input of data		
CC-C61	Mail customer statements periodically and investigate and resolve disputes or inquiries, by individuals independent of the invoicing function	

18 Completeness and Accuracy

238	CC-R25	Nonexistent returns input
Unauthorized input for nonexistent returns, allowances and writeoffs		
CC-C62	Reconcile accounts receivable subsidiary ledger with sale and cash receipts transactions	
CC-C63	Resolve differences between the accounts receivable sub-ledger and the accounts receivable control account	
CC-C64	Review correspondence authorizing returns and allowances	

19 Safeguard

239	CC-R26	Unauthorised data access
Unauthorized access to accounts receivable records and stored data		
CC-C65	Restrict access to accounts receivable files and data used in processing receivables	

20 Treasury Management

21 Manage Debt Instruments

240	CC-R27	Excess costs
Excess costs incurred through inappropriate/unauthorised debt management		
CC-CM27	Please amend missing control name and describe the control/test	

23 Deal Initiation and Recording

241	CC-R28	Completeness of deals
The completeness of deals captured is exposed to the risk of deal ticket not being written-up or input or if a delay occurs between the writing of a deal and deal input		
CC-C66	Reconciliation of receipt of counterparty confirmations	
CC-C67	Dealers own review of their positions as reflected on dealers reports	

24 Deal Settlement

242	CC-R29	Deal Settlement
Deals due for settlement or action are not recorded or inaccurately recorded		
CC-C68	Counterparty confirmation.	

25 Deal Reconciliation

243 CC-R30 Deal Reconciliation

Reconciliation of bank statements is not performed on not performed on a timely basis

CC-C69 Reconciliation of deal tickets prior to payment (on a daily basis).

CC-C70 Reconciliation of deal tickets to bank statements (on a timely basis).

26 Data Integrity

244 CC-R31 Treasury data integrity

Loss or corruption of data covering deals lending to risk exposure or cash loss.

CC-CM31 Please amend missing control name and describe the control/test

245 CC-R32 Exposure of treasury data

Exposure of commercially sensitive data to third parties

CC-CM32 Please amend missing control name and describe the control/test

27 Process Funds

28 Cash Flow

246 CC-R33 Poor cash flow information

Inaccurate, untimely or unavailable information regarding cash inflows and outflows

CC-C71 Compare information used to prepare cash forecasts with supporting records or underlying documents to verify information is internally consistent

CC-C72 Information systems identify all cash requirements and dates cash is needed (such requirements include accounts payable, loan payments, payrolls, dividends or other cash requirements)

CC-C73 Identify all internal sources of information

CC-C74 Information systems identify all sources of cash and dates cash is due or expected to be collected (such sources include accounts receivable collections, customer deposits, sale of assets, loan proceeds and other cash sources)

29 Financing

250 CC-R34 Ignorance of financial alternatives

Lack of awareness regarding financing alternatives

CC-C75 Identify professional advisors who can assist in locating alternative sources of financing and consult those advisors as appropriate

CC-C76 Retain financial personnel experienced in obtaining financing for similar entities

252 CC-R35 Poor relationships with financiers

Failure to establish or maintain appropriate relationships with financing sources

CC-C77 Establish relationships with financing sources before financing is needed. Maintain proper and current relationships to facilitate access to cash as the need arises

30 Return

253 CC-R36 Ignorance of investment alternatives

Lack of knowledge regarding investment alternatives

CC-C78 Retain financial personnel experienced in short-term investments

CC-C79 Use professional investment advisors

32 Policies

254 CC-R37 Collection problems

Excessive accounts receivable collection problems

CC-C80 Establish and enforce a credit policy that reflects an appropriate balance between risk of credit loss and sales volume

33 Enforcement

255 CC-R38 Deposit delays

Handling cash receipts internally can delay deposit of such receipts

CC-C81 Consider "lock-box" arrangements whereby payments are remitted to a post office box and the bank collects and deposits such remittances

256 CC-R39 Customers delay remittance

Customers delay remittance

CC-C86 Monitor accounts receivable for overdue balances; implement collection procedures on a timely basis

CC-C82 Offer discounts for timely remittance

CC-C83 Factor accounts receivable

CC-C84 Honor bank credit cards

CC-C85 Establish and enforce collection policies

34 Completely/Accurately

257	CC-R40	Cash received not reported
Cash received is diverted, lost or otherwise not reported accurately to accounts receivable		
CC-C89	Assign opening of mail to an individual with no responsibility for or access to files or documents pertaining to accounts receivable or cash accounts; compare listed receipts to credits to accounts receivable and bank deposits	
CC-C87	Consider ability to have customers transfer funds electronically to the entity's bank account, and notify the entity of payment through Electronic Data Interchange (EDI)	
CC-C88	Consider use of lock-box or other arrangements to accelerate deposits	
258	CC-R41	Receipt differences
Receipts are for amounts different than invoiced amounts, or are not identifiable		
CC-C91	Reconcile general ledger with accounts receivable subsidiary records; investigate differences	
CC-C90	Contact payor to determine reasons for payment, or payment different than amounts invoiced	
CC-C92	Send periodic statements to customers and investigate customer-noted differences (performance indicator)	

35 Timing

259	CC-R42	Payment due dates inaccurate
Inaccurate, untimely or unavailable information regarding payment due dates		
CC-C93	Information system identifies all cash requirements and dates cash is needed	
CC-C94	Use accounts payable aging analysis	
260	CC-R43	Bills are paid before due dates
Bills are paid before due dates		
CC-C95	Release check at the latest time and at the end of a day or week, if possible	
CC-C96	Delay check preparation or signature until the due date	
261	CC-R44	Checks clear the bank quickly
Checks clear the bank quickly		
CC-C97	Consider check-clearing time when selecting a bank, if possible	

36 Minimise

262	CC-R45	Discounts not identified
Information system does not identify available discounts and related required payment dates		
CC-C98	Information system identifies payment dates related to available discounts	

37 Authorised

263	CC-R46	Fictitious documentation is created
Fictitious documentation is created		
CC-C99	Examine supporting documents, payments approved by individuals independent of procurement, receiving and accounts payable	
264	CC-R47	Reuse of supporting documents
Reuse of supporting documents		
CC-C100	Cancel supporting documents to prevent resubmission for payment	

38 Timely/Accurate

265	CC-R48	Payment due dates inaccurate
Inaccurate, untimely or unavailable information regarding amounts or due dates of payments		
CC-C102	Compare payment amounts and recipients with source documents, such as vendor invoices, purchase orders, tax returns, dividend computations, loan repayment schedules or other appropriate documentation; verify accuracy of supporting documents	
CC-C104	Establish a "tickler file" to identify payment due dates	
CC-C101	Detailed comparison of actual versus budgeted disbursements	
CC-C103	Modify information systems as necessary to provide payment information	

39 Complete/Accurate

266	CC-R49	Missing documents or information
Missing documents or information		
CC-C105	Match disbursement records against accounts payable/ open invoice files	
CC-C106	Reconcile bank statements to cash accounts and investigate long-outstanding checks by individuals independent of accounts payable and cash disbursement functions	
CC-C107	Prenumber and account for checks	

40 Safeguard

267	CC-R50	Inadequate cash security
Inadequate physical security over cash and documents that can be used to transfer cash		
CC-C108	Receive and prelist cash by individuals independent of recording cash receipts	
CC-C109	Reconcile bank accounts individuals without responsibility for cash receipts, disbursements or	

	custody
CC-C110	Deposit receipts intact daily
CC-C111	Authorized check signers are independent of cash receipts functions
CC-C112	Physically protect mechanical check signers and signature plates
CC-C113	Restrict access to accounts payable files and files used in processing cash disbursements
CC-C114	Restrict access to accounts receivable files and files used in processing cash receipts
CC-C115	Restrictively endorse checks on receipt
CC-C116	Mail checks by individuals independent of recording accounts payable
CC-C117	Segregate custodial record-keeping functions
CC-C118	Authorized check signers are independent of cash receipts functions

41 Process Fixed Assets

42 Complete/Accurate

268	CC-R51	Acquisition documentation lost
Acquisition documentation may be lost or otherwise not communicated to proper personnel		
CC-C120	Route copy of purchase for capital expenditures to personnel who process fixed assets; investigate purchase orders not matched with receiving documentation after anticipated receipt date	
CC-C119	Reconcile fixed asset additions with capital expenditure authorizations	
CC-C121	Prenumber individual capital expenditure authorizations and investigate missing documents	
269	CC-R52	Acquired assets inadequately described
Acquired assets may not be adequately described		
CC-C122	Inquire of purchasing or other personnel to clarify asset description or function	
CC-C123	Establish clear definitions for asset categories	
270	CC-R53	Asset disposals not recorded
Asset disposals or transfers may not be communicated to proper personnel		
CC-C124	Dispose of or transfer fixed assets only with proper authorization, a copy of which is provided to appropriate personnel	
CC-C125	Count fixed assets periodically, reconcile count with fixed asset records and investigate differences	
CC-C126	Prenumber fixed asset disposal and transfer authorization forms and investigate missing documents	
271	CC-R54	Invalid depreciation calculation
Incorrect depreciation lives or methods may be used		
CC-C127	Establish policies regarding depreciation lives and methods, communicate them to appropriate personnel, and periodically review them to ensure continued appropriateness	
CC-C128	Review depreciation detail for accuracy and compliance with policies and procedures	

43 Safeguard

272	CC-R55	Fixed asset security inadequate
Inadequate physical security over fixed assets		
CC-C129	Develop, implement and communicate safeguarding policies	
CC-C130	Affix an identification plate and number to office furniture and fixtures, equipment and other portable fixed assets	
CC-C131	Restrict access to facilities during non-working hours	

44 Process Benefits and Retire Information

45 Eligible

273	CC-R56	Ignorance of program eligibility
Program eligibility requirements are not clearly communicated to appropriate personnel		
CC-C132	Train and update appropriate personnel regarding plan eligibility requirements and amendments thereto	
274	CC-R57	Inaccurate employee information provided
Inaccurate employee information is provided to benefits personnel		
CC-C133	Compare information to employee personnel file or otherwise verify its accuracy	
CC-C134	Limit access to employee data base	
275	CC-R58	Eligible employees excluded
Eligible employees are improperly excluded from participation		
CC-C135	Periodically match participant list to employee and/or retiree list and to documentation of employees' elections not to participate	
276	CC-R59	Ghost employees entered
Nonexistent employees are entered as program participants or beneficiaries		
CC-C136	Approval by an authorized official of all additions to participant data base	
CC-C137	Periodically compare participant list to employee and/or retiree list	
CC-C138	Verify existence and status of participant	

46 Accurate

277	CC-R60	Plan benefit provisions unclear
Plan benefit provisions are unclear or complex		
CC-C139	Consult legal, actuarial or other professionals as needed to clarify benefit provisions	
CC-C140	Amend plan as necessary to clarify benefit computations	
CC-C141	Ensure plan documents describe benefit provisions clearly and include sample calculations	
278	CC-R61	Errors are made in calculating benefits
Errors are made in calculating benefits		
CC-C142	Standardize forms or programs for calculating benefits	
CC-C143	Review benefit calculations	
279	CC-R62	Inaccurate information
Inaccurate information		
CC-C144	Approve all changes to data bases used to calculate benefits	
CC-C145	Limit access to Information and data used in calculating benefits	

47 Summarise

280	CC-R63	Lost or misplaced information
Lost or misplaced information		
CC-C146	Reconcile various related reports	
CC-C147	Use logs or other devices to ensure completeness of processing	

48 Legal Compliance

281	CC-R64	Personnel unaware of regulations
Personnel are unaware of applicable laws and regulations		
CC-C148	Review and approve all plan documents and policies by legal counsel experienced in employee and retiree benefit programs	
CC-C149	Train human resource or other personnel on applicable laws and regulations	

49 Distribute Benefit Reports

282	CC-R65	Lack of adequate systems
Lack of adequate systems		
CC-C150	Ensure that report generation systems process information accurately and satisfy reporting deadlines	
283	CC-R66	Ignorance of reporting requirements
Lack of understanding of reporting requirements		
CC-C151	Implement and monitor training programs	

50 Process Payroll

51 Contracts/Policies

284	CC-R67	System cannot handle payment schedules
System is not designed to reflect payment schedule included in collective bargaining agreements or individual agreements with employees		
CC-C152	Implement payment schedule that reflects wage contracts and agreed-upon payment schedules	

52 Accurate/Complete

285	CC-R68	Unauthorised/Inaccurate payrates
Pay rates or deductions are not properly authorized or are inaccurate		
CC-C153	Review and approve all nonstandard items such as sick, vacation and bonus pay	
CC-C154	Review and approve deductions/benefit elections	
CC-C155	Review and approve initial pay and any subsequent additions or changes	
CC-C156	Review payroll register and checks for reasonableness	
CC-C157	Periodically verify payroll data base information	
CC-C158	Security controls that limit access to payroll data base	
CC-C159	Use standard forms for making changes to payroll information	
286	CC-R69	Hours unauthorised/inaccurate
Hours are not authorized or are inaccurate		
CC-C160	Review and approve time records for unusual or nonstandard hours and for overtime	
287	CC-R70	Ghost employees
Time cards or other source Information is submitted for nonexistent employees		
CC-C161	Prohibit payment of wages in cash, except in prescribed circumstances	
CC-C162	Maintain logs or other documentation supporting or tracking changes to payroll data base	
CC-C163	Where practical, require valid identification and employee signature to receive paycheck	
CC-C164	Security procedures relating to additions and deletions of employees to or from the data base	
CC-C165	Use direct deposit systems	
CC-C166	Use standardized policies and procedures when hiring employees	
288	CC-R71	Lack or loss of information or documents
Lack or loss of information or documents		

CC-C167	Reconcile the employee subsidiary ledger to the general ledger control accounts; investigate any differences
CC-C168	Compare total hours and number of employees input with the totals in the payroll register
CC-C169	Maintain back-up records of employees' time in case source documents are lost
CC-C170	Verify that source documents such as timecards are received for all employees

53 Data Security

527	CC-R72	Unauthorised data access
Unauthorized personnel may gain access to payroll information		
CC-C171	Payroll processing systems and written information are subject to physical security	
CC-C172	Access to information stored on electronic media is restricted by frequently changed passwords	

54 Management Information

290	CC-R73	Undefined payroll information needs
Management information needs with respect to payroll are not defined		
CC-C173	Identify how payroll information can satisfy other management objectives and link information sources	

55 Process Tax Compliance

56 Timely

291	CC-R74	Ignorance of regulations
Inadequate information about, or understanding of, filing requirements and applicable laws and regulations		
CC-C174	Establish a system, such as a "tickler file," to identify tax filing due dates	
CC-C175	Employ competent tax professionals-either in-house or outside the entity-to identify and prepare filings	
CC-C176	Subscribe to tax services and/ or maintain membership in appropriate industry, trade or professional organizations to identify emerging tax requirements or opportunities	
292	CC-R75	Inaccurate/Incomplete information
Incomplete or inaccurate information used as the basis for document preparation		
CC-C177	Identify information necessary to prepare tax documents; ensure information systems are designed to accurately provide such information on a timely basis	

57 Minimise

293	CC-R76	Tax-saving opportunities missed
Inadequate information regarding tax-savings opportunities		
CC-C178	Ensure tax professionals are fully informed of all aspects of the entity's operations, including routine and nonroutine transactions, and any changes in the entity's business lines or methods of conducting business	
CC-C179	Periodically review tax filings and status to specifically identify tax-savings opportunities	

58 Complete/Accurate

294	CC-R77	Ignorance of Financial Reporting
Inadequate information about, or understanding of, financial reporting of tax transactions or economic events		
CC-C180	Employ personnel who understand financial reporting for taxes	
CC-C181	Subscribe to technical service and/or maintain memberships in appropriate industry, trade or professional organizations that identify and explain new or existing financial reporting requirements	
295	CC-R78	Journal entries unapproved/not posted
Journal entries related to tax transactions or economic events are not properly approved or posted to the general ledger		
CC-C182	Each journal entry is compared with the general ledger to ensure proper posting	
CC-C183	Journal entries related to taxes are approved by authorized and knowledgeable officials	

59 Human Resources

60 Manage Human Resource Programs

61 Legal Compliance

297	CC-R80	Ignore compliance requirements
Management or supervisory personnel ignore legal and regulatory requirements or company policies		
CC-C185	Encourage personnel to report suspected violations of laws, regulations or company policies	
CC-C186	Take appropriate disciplinary actions for violations of legal or regulatory requirements	
CC-C187	Effective equal opportunity policies	
CC-C188	Periodic review of policies and procedures by legal counsel for compliance with applicable	

		legal and regulatory requirements
528	CC-R79	Ignorant of compliance requirements
		Management or supervisory personnel are unaware of legal and regulatory requirements and company policies
CC-C184		Require supervisory and management personnel to attend training on labor laws and regulations and company personnel policies

62 Records

299	CC-R82	Records lost/prematurely destroyed
		Records are lost or prematurely destroyed
CC-C191		Logs, checklists or other appropriate tools are used to ensure appropriate records are received and retained
CC-C192		Review and approve all files selected for disposition
CC-C193		File and retain human resource records in accordance with laws, regulations and good business practice
CC-C194		Access to human resource records is restricted to authorized personnel
298	CC-R81	HR unaware of record retention requirements
		Human resource personnel are unaware of the records that must be retained to demonstrate compliance with applicable laws and regulations
CC-C189		Human resource personnel are subject to periodic training regarding legal and regulatory requirements
CC-C190		Human resource personnel have appropriate training and experience prior to being hired
300	CC-R83	Inaccurate information retained
		Inaccurate or incomplete information is acquired and retained
CC-C195		Review validity, accuracy and completeness of information received and retained in the form of records
301	CC-R84	Record-keeping requirements disregarded
		Record-keeping requirements are disregarded
CC-C196		Take appropriate disciplinary or other action when legal or regulatory requirements or company policies are disregarded

63 Confidentiality

302	CC-R85	Inadequate security procedures
		Human resource records are not subject to proper security procedures
CC-C198		Require proper security codes to gain access to confidential records maintained on electronic media; change such access codes frequently
CC-C197		Restrict access to human resource records to authorized personnel
CC-C199		Monitor personnel accessing human resource records
303	CC-R86	HR divulge confidential data
		Human resource personnel divulge confidential information
CC-C200		Subject individuals who provide confidential information to unauthorized persons to disciplinary actions
CC-C201		Restrict access to confidential information to those persons who need such information to discharge their responsibilities

64 Succession Planning

304	CC-R87	Succession Planning
		Inability to fill key positions with individuals who have appropriate skills leading to a loss of performance
CC-CM87		Please amend missing control name and describe the control/test

65 Turnover

305	CC-R88	Inadequate compensation
		Compensation and benefits are less than offered by other companies
CC-C202		Compare compensation and benefits with those offered by other companies within the industry and with geographical area
CC-C203		Seek employee feedback about their needs
CC-C204		Review and evaluate compensation and benefits on a regular basis
306	CC-R89	Employees feel unrewarded
		Employees may not feel their efforts are noticed or appreciated
CC-C205		Institute compensation programs that reflect past performance and capacity for future development
CC-C206		Periodic, standardized performance evaluations and career counseling

66 Plan and Acquire Personnel

67 Acquisition

307	CC-R90	Over/under qualified candidates hired
		Over- or underqualified candidates may be hired

CC-C207	Maintain appropriate candidate identification, screening and hiring practices
CC-C208	Maintain adequate job descriptions and hiring criteria that can be used to measure and compare candidates' qualifications with job requirements
308	CC-R91 Unaware of current resources
Lack of awareness of entity's current human resources	
CC-C209	Investigate and review potential candidates inside the entity before considering external candidates
309	CC-R92 Lack of qualified candidates
Lack of qualified candidates	
CC-C210	Establish networks and candidate sources outside of the local geographical area
CC-C211	Identify and retrain qualified personnel currently performing other job functions
310	CC-R93 Unaware of future needs
The entity may be unaware of its future staffing needs	
CC-C212	Regularly update future staffing requirements as part of ongoing business planning
311	CC-R94 Unions strike/slowdowns
Labor organizations may call for strikes or work slowdowns	
CC-C213	Continually identify union demands and issues and take reasonable steps to avoid labor disputes
CC-C214	Identify viable alternative sources of labor in the event of a labor dispute

68 Train and Develop Employees

69 Training

312	CC-R95 Inadequate training
Training requirements may not be adequately identified	
CC-C215	Solicit opinions and ideas of management, supervisors and employees to identify training needs
CC-C216	Monitor performance or other problems that may indicate training deficiencies
CC-C217	Periodically evaluate performance and provide career counseling

70 Feedback

313	CC-R96 Inadequate staff evaluation
Staff are not evaluated on regular or timely basis	
CC-CM96	Please amend missing control name and describe the control/test

71 Inbound

72 Manage Logistics

73 Materials Received Promptly Processed

314	CC-R97 Plans and Schedules not communicated
Plans and schedules are not communicated to inbound activities, or do not clearly identify when or where materials are needed	
CC-C218	Communicate all plans and schedules to inbound activities
CC-C219	Consider implementing Just-in-Time or a similar inventory and production management philosophy
CC-C220	Provide inbound activities with nonroutine material routing instructions
CC-C221	Specify on plans and schedules what materials are needed, and when they are needed
CC-C222	Material routing procedures for received items
CC-C223	Monitor production problems related to unavailable materials and parts (performance indicator)
CC-C224	Summarize material requirements and submit them to receiving periodically
315	CC-R98 Inventory Records not updated
Information on materials received is not entered into the information system accurately or on a timely basis	
CC-C225	Match dates on receiving information and inventory information and follow up as appropriate
CC-C226	Maintain procedures for promptly updating inventory records
CC-C227	Periodically verify that prenumbered receiving documents have been entered in the information system

74 Unfilled Purchase Orders Investigated

316	CC-R99 Purchase orders lost
Purchase orders are lost or not forwarded to inbound activities	
CC-C228	Purchase orders are prenumbered and missing documents are investigated
317	CC-R100 Due date data unavailable
Due date information is not available	
CC-C229	Maintain open purchase order information in a manner that facilitates identification of purchase orders remaining unfilled past the due date

75 Goods Received Documented

318	CC-R101	Lost receiving reports
		Lost receiving reports or lost shipping records
CC-C230		Prenumber documents and Investigate missing documents

76 Receive

77 Only Item Ordered Accepted		
319	CC-R102	Purchase order data unavailable
		Purchase order information is not made available to inbound activities
CC-C231		Compare materials received, including verification of quantities received, to properly approved purchase orders. Do not accept materials not properly ordered
CC-C232		Monitor instances of invoices presented for payment when materials were accepted without a valid purchase order (performance indicator)

78 Accept only specified materials		
320	CC-R103	Unclear PO specifications
		Purchase order specifications are unclear
CC-C233		Maintain current lists of specifications to be used in inspecting and testing goods
CC-C234		Monitor production problems related to substandard materials (performance indicator)
CC-C235		Verify specifications with purchasing or other appropriate personnel
321	CC-R104	Materials not tested against specification
		Materials are not tested for specification Compliance
CC-C236		Establish testing procedures, as appropriate, for all materials ordered
CC-C237		Monitor production problems related to substandard materials and parts (performance indicator)

79 Materials Transferred Recorded		
322	CC-R105	Supporting Documentation not required
		Transfer procedures do not require preparation of supporting documentation
CC-C238		Require appropriate documentation of materials transferred from receiving to other business activities
323	CC-R106	Transfer documentation lost
		Transfer documentation may be lost
CC-C239		Periodically count materials on hand and reconcile with perpetual records; investigate any differences (performance indicator)
CC-C240		Prenumber documents and investigate missing documents

80 Safeguard Goods Received		
324	CC-R107	Inadequate Physical Security
		Inadequate physical security over goods received
CC-C241		Maintain physical security over goods received
CC-C242		Segregate custodial and record-keeping functions

81 Order Information Accurate		
325	CC-R108	Receiving Information Lost
		Receiving information may be lost
CC-C243		Periodically count inventory and reconcile with perpetual inventory records; investigate differences (performance indicator)
CC-C244		Periodically identify and investigate open purchase orders
CC-C245		Prenumber receiving documents and investigate missing documents
326	CC-R109	Receiving Information Inaccurate/Untimely
		Receiving information may be entered inaccurately in the information system, or may not be timely
CC-C246		Periodically ensure information is being entered into the information system on a timely basis
CC-C247		Periodically verify accuracy of vendor, inventory and open purchase order information

82 Rejected Items Returned Promptly		
327	CC-R110	Items received not inspected
		Inadequate or untimely inspection of items received
CC-C248		Maintain appropriate procedures for inspecting items received

83 Transfers accurate and complete		
328	CC-R111	Incomplete/Inaccurate Transfer Data
		Incomplete or inaccurate information regarding materials transferred to/from storage
CC-C249		Transfer documentation accompanies all transfers; stores or other activities personnel verify materials and quantities received

329	CC-R112	Lost Transfer Documents
Transfer documents may be lost		
CC-C250	Periodically count materials and reconcile with perpetual records. Investigate differences (performance indicator)	
CC-C251	Prenumber transfer documents and investigate missing documents	

84 Requisitions Appropriate

330	CC-R113	Inadequate transfer/requisition procedures
Inadequate transfer or requisition procedures		
CC-C252	Transfer materials only on the basis of a properly approved requisition	

85 Requisitions Appropriately Transferred

331	CC-R114	Lost Requisitions
Requisitions may be lost		
CC-C253	Prenumber requisitions and investigate missing documents	
332	CC-R115	Materials not requisitioned are transferred
Materials not requisitioned are transferred		
CC-C254	Verify that material received complies with approved requisition	

86 Safe Working Conditions

333	CC-R116	Inadequate safety considerations
Inadequate safety considerations		
CC-C255	Maintain appropriate procedures for handling and storing hazardous materials	
CC-C256	Maintain relevant policies consistent with Occupational Safety and Health requirements and other pertinent laws and regulations, approved by technical and legal personnel, and monitor Compliance	
CC-C257	Follow up on reported safety concerns	

87 Manage the Enterprise

88 Strategic

89 Corporate Direction

Has a clear and comprehensive direction been set and effectively communicated?

334	CC-R117	Lack of clarity of corporate direction
Lack of clarity of corporate direction.		
CC-CM117	Please amend missing control name and describe the control/test	
335	CC-R118	Performance below expectation
Performance below expectation		
CC-CM118	Please amend missing control name and describe the control/test	
336	CC-R119	Business Units pursuing different goals
Business Units pursuing different goals		
CC-CM119	Please amend missing control name and describe the control/test	

90 Business Strategy

337	CC-R120	Poor information regarding change
Incomplete or inaccurate information regarding changes affecting the entity, such as environment, policy demands, competition, products, client preferences, or legal and regulatory changes		
CC-C258	Communicate information regarding competitors, products, clients, and legal and regulatory changes to all relevant activities	
CC-C259	Establish communication, down, up and across the organization, to allow prompt identification and resolution of problems that impede achievement of strategic objectives	
CC-C260	Develop a strategic plan that incorporates management's vision	
CC-C261	Periodically evaluate direction and priorities set by senior management to make certain they are still valid	
338	CC-R121	Lack of understanding of critical success factors
Lack of understanding of critical success factors		
CC-C262	Identify and analyze critical success factors from an industry and entity standpoint	
339	CC-R122	Insufficient or inappropriate resources
Insufficient or inappropriate resources		
CC-C263	Identify and maintain adequate supply of internal resources and ensure availability of external resources	
340	CC-R123	External relationships ignored
Inadequate attention to relationships with stakeholders, investors or other outside parties		
CC-C264	Effectively communicate with stakeholders, interested parties, investors and other outside parties	

92 Planning

341	CC-R124	Ignorance of Entity-wide objectives
Ignorance of entity-wide objectives		
CC-C265	Communicate entity-wide objectives to appropriate personnel involved in the planning process	
CC-C266	Establish a planning approach that uses as its foundation entity-wide objectives	
CC-C267	Monitor reaction of relevant interest groups	
342	CC-R125	Ignorance of opportunities
Lack of information about opportunities.		
CC-C268	Retain experienced and competent management	
CC-C269	Attend seminars or other informative sessions offered by outside parties	

93 Planning Efficiency

343	CC-R126	Inadequate and outdated planning systems
Inadequate and outdated planning systems		
CC-C270	Require agreement on entity wide objectives before specific plans are developed. When allocating resources, prioritization should be made in accordance with entity wide objectives	
CC-C271	Develop and maintain planning system and communicate to all relevant departments. Conduct training when appropriate	
CC-C272	Develop and follow timetable for gathering, analyzing and consolidating planning information	
CC-C273	Gather information for plans in accordance with the business focus used for managing the business	

94 Realistic Plans

344	CC-R127	Incorrect information and assumptions
Incorrect information and assumptions		
CC-C274	Consider all operational support activities when developing plans	
CC-C275	Appropriate staff are involved in developing plans	
CC-C276	Review and test the validity of assumptions	

96 Targets

345	CC-R128	Failure to meet potential
Failure to meet company's potential		
CC-CM128	Please amend missing control name and describe the control/test	
346	CC-R129	Misdirection of effort
Misdirection of effort and resources		
CC-CM129	Please amend missing control name and describe the control/test	
347	CC-R130	Performance not measured
Performance unable to be measured with sufficient precision.		
CC-CM130	Please amend missing control name and describe the control/test	

97 Measurement

348	CC-R131	Poor management information systems
Inadequate management information systems		
CC-C277	Establish information systems that present plan information in the same format as historical information	
349	CC-R132	Ineffective plan formats
Plan formats are ineffective in providing necessary benchmarks against which performance can be measured		
CC-C278	Monitor and evaluate the effectiveness of plans. Enhance plan formats to emphasize critical success factors	

99 Marketing Strategies

350	CC-R133	Inadequate Information
Inadequate information regarding factors that may influence the entity's marketing strategy		
CC-C279	Conduct research on demands, and monitor and analyze economic, client and industry trends	
CC-C280	Promote active membership in industry, trade or professional associations	
CC-C281	Monitor legal and regulatory initiatives that may affect the entity	
CC-C282	Retain marketing personnel experienced in the entity's sector	

100 Address Sector Needs

351	CC-R134	Poor competitive information
Lack of or inaccurate information regarding competitive products or potential new products		
CC-C283	Conduct market research, including existence of competitive products, products under development and customer preferences	
CC-C284	Promote active membership in industry, trade or professional associations	
352	CC-R135	Products become obsolete
Products become obsolete		

CC-C285	Conduct market research, focusing on technical innovations and customers' acceptance of or preference for such innovations
353	CC-R136 Lack of product demand
	Lack of product demand
CC-C286	Conduct market research
CC-C287	Monitor the trend of demand and alternatives
CC-C288	Evaluate advertising and promotion effectiveness
354	CC-R137 Poor profit/sales information
	Lack of information regarding profit margins and/or sales prices
CC-C289	Communicate information needs to accounting, management information systems and other appropriate personnel
	Monitor profit margins and sales prices for signs of competitive price pressures

102 Established Budget Parameters

355	CC-R138 Inadequate budget process
	Inadequate budget process
CC-CM138	Please amend missing control name and describe the control/test
356	CC-R139 Misallocation of resources
	Misallocation of resources
CC-CM139	Please amend missing control name and describe the control/test

103 Allocation of resources

357	CC-R140 Misallocation of resources
	Misallocation of resources
CC-CM140	Please amend missing control name and describe the control/test
358	CC-R141 Incorrect resource allocation
	Resources not properly allocated to reflect expected return
CC-CM141	Please amend missing control name and describe the control/test

104 Behavioural Expectations

359	CC-R142 Lack of Code of Conduct
	Lack of Code of Conduct
CC-C290	Implement and monitor compliance with Code of Conduct
CC-C291	Requirements of the Code of Conduct are reviewed with all new employees, and periodically with all employees
360	CC-R143 Employees mis-understand Code of Conduct
	Employees mis-understand Code of Conduct
CC-C293	Requirements of the Code of Conduct are reviewed with all new employees, and periodically with all employees
CC-C292	Implement and monitor compliance with Code of Conduct
361	CC-R144 Employees ignore the Code of Conduct
	Employees ignore the Code of Conduct
CC-C294	Appropriate disciplinary action for violations of the Code of Conduct to clearly communicate the message that violations will not be tolerated
CC-C295	Employee found violating laws are subject to appropriate disciplinary action and are reported to the authorities for prosecution
362	CC-R145 Dishonest employees
	Dishonest Employees
CC-C296	Hiring policies and procedures require reference checks on employment candidates
CC-C297	Appropriate disciplinary action for violations of the Code of Conduct to clearly communicate the message that violations will not be tolerated
CC-C298	Employee found violating laws are subject to appropriate disciplinary action and are reported to the authorities for prosecution

105 Reconciliation of Prime Records

363	CC-R146 Inaccurate or untimely information
	Inaccurate or untimely information
CC-C299	Institute information system that ensures the accuracy and timeliness of internal and external information

106 Organisational process analysis

364	CC-R147 Duplicated objectives
	Functional areas have conflicting or duplicated objectives.
CC-C300	Identify each functional areas' key inputs and outputs
365	CC-R148 Inefficient processes
	Processes are inefficient or constrain efficient provision of services.
CC-C301	Identify process flows for each product class.
366	CC-R149 Variance in service delivery

Variance in performance of service delivery.
CC-C302 Document processes and procedures for operations.

107 Operational Management

108 Targets

367	CC-R150	Standards not determined
Pre-established targets and standards are not determined		
CC-C303	Periodically establish operating standards, such as quarterly or annual budgets	
368	CC-R151	Inadequate actual information
Lack of or inaccurate information needed to compare actual results with pre-established standards		
CC-C304	Design information systems to communicate necessary information to appropriate people on a timely basis	
CC-C305	Specify information needed to identify and explain variances, trends or unusual changes	

109 Budgets

369	CC-R152	Standards not determined
Pre-established targets and standards are not determined		
CC-C306	Periodically establish operating standards, such as quarterly or annual budgets	
370	CC-R153	Inadequate actual information
Lack of or inaccurate information needed to compare actual results with pre-established standards		
CC-C307	Design information systems to communicate necessary information to appropriate people on a timely basis	
CC-C308	Specify information needed to identify and explain variances, trends or unusual changes	

110 Standards

371	CC-R154	Standards not determined
Pre-established targets and standards are not determined		
CC-C309	Periodically establish operating standards, such as quarterly or annual budgets	
372	CC-R155	Inadequate actual information
Lack of or inaccurate information needed to compare actual results with pre-established standards		
CC-C310	Design information systems to communicate necessary information to appropriate people on a timely basis	
CC-C311	Specify information needed to identify and explain variances, trends or unusual changes	

111 Information Systems (Executive Management)

373	CC-R156	Information is too specific to be usable
Information is too specific to be usable		
CC-C312	Establish an executive management reporting system that focuses on key information for managing the entity	
374	CC-R157	Out-of-date systems
Out-of-date systems		
CC-C313	Regularly review information systems to ensure that they meet the changing needs of the entity	
375	CC-R158	Inaccurate or untimely information
Inaccurate or untimely information		
CC-C314	Institute information system that ensures the accuracy and timeliness of internal and external information	

112 Information Systems (Line Management)

376	CC-R159	Information is too specific to be usable
Information is too specific to be usable		
CC-C315	Establish an executive management reporting system that focuses on key information for managing the entity	
377	CC-R160	Out-of-date systems
Out-of-date systems		
CC-C316	Regularly review information systems to ensure that they meet the changing needs of the entity	
378	CC-R161	Inaccurate or untimely information
Inaccurate or untimely information		
CC-C317	Institute information system that ensures the accuracy and timeliness of internal and external information	

113 Information Systems (Customer Support)

379	CC-R162	Information is too specific to be usable
Information is too specific to be usable		
CC-C318	Establish an executive management reporting system that focuses on key information for	

		managing the entity
380	CC-R163	Out-of-date systems
		Out-of-date systems
CC-C319		Regularly review information systems to ensure that they meet the changing needs of the entity
381	CC-R164	Inaccurate or untimely information
		Inaccurate or untimely information
CC-C320		Institute information system that ensures the accuracy and timeliness of internal and external information

114 Reporting and Communication

116 External Reporting

382	CC-R165	IS incapable of timely information
		Information systems cannot provide necessary information in a timely manner
CC-C321		Identify and implement necessary systems changes
383	CC-R166	Ignorance of regulations
		Personnel are unaware of applicable laws, regulations, rules or contractual agreements
CC-C322		Review of significant contractual agreements by management or supervisory personnel responsible for preparation of external financial reports
CC-C323		Retain competent personnel who are knowledgeable of, and have experience with, applicable laws, regulations or rules affecting the entity's external Financial Reporting

117 Confidentiality

384	CC-R167	Unauthorised data access
		Unauthorized personnel have access to financial information
CC-C324		Restrict report or information distribution to authorised personnel; periodically review and update distribution lists

118 Lobbying

385	CC-R168	Government policies not understood
		Lack of understanding of government policies
CC-C325		Monitor and communicate regulatory and other government information
CC-C326		Employ personnel experienced in government affairs as they relate to the entity
CC-C327		Join industry or trade organizations that lobby legislative or regulatory bodies

119 Sector Standards

386	CC-R169	Participation dependent on appointment
		Participation dependent on appointment
CC-C328		Establish reputation as sector leader
387	CC-R170	Limited number of positions
		Limited number of positions
CC-C329		Make certain that entity officials are visible spokespeople on issues that affect the entity

120 Community

388	CC-R171	Community issues not understood
		Lack of information on and awareness of community issues
CC-C330		Encourage staff to support civic endeavors

122 Provide management and operational Financial Reporting

389	CC-R172	Information needs unclear
		Information needs of management or others is unknown or not clearly communicated
CC-C331		Communicate information needs from users to preparers of management reports
CC-C332		Identify user information needs and update such needs periodically
390	CC-R173	Due dates not communicated
		Due dates and relative priorities of management reports are not clarified or communicated
CC-C336		Establish "tickler files" or other system to ensure due dates are routinely identified
CC-C333		Communicate management report due dates and priorities to report preparers and users
CC-C334		Determine due dates for all management reports, whether routine or nonroutine
CC-C335		Establish relative priorities for all management reports, whether routine or nonroutine
391	CC-R174	IS incapable of providing information
		Information systems are incapable of providing necessary information
CC-C337		Identify information that the system is incapable of generating; identify necessary modifications to the system

123 Communication

392	CC-R175	Lack of Code of Conduct
Lack of Code of Conduct		
CC-C338	Implement and monitor compliance with Code of Conduct	
CC-C339	Requirements of the Code of Conduct are reviewed with all new employees, and periodically with all employees	
393	CC-R176	Employees mis-understand Code of Conduct
Employees mis-understand Code of Conduct		
CC-C340	Implement and monitor compliance with Code of Conduct	
CC-C341	Requirements of the Code of Conduct are reviewed with all new employees, and periodically with all employees	
394	CC-R177	Employees ignore the Code of Conduct
Employees ignore the Code of Conduct		
CC-C342	Appropriate disciplinary action for violations of the Code of Conduct to clearly communicate the message that violations will not be tolerated	
CC-C343	Employee found violating laws are subject to appropriate disciplinary action and are reported to the authorities for prosecution	
395	CC-R178	Dishonest employees
Dishonest Employees		
CC-C344	Hiring policies and procedures require reference checks on employment candidates	
CC-C345	Appropriate disciplinary action for violations of the Code of Conduct to clearly communicate the message that violations will not be tolerated	
CC-C346	Employee found violating laws are subject to appropriate disciplinary action and are reported to the authorities for prosecution	

124 Risk Management

125 Risk Policy

396	CC-R179	Unnecessary Exposure to Risks
Unnecessary Exposure to Risks		
CC-CM179	Please amend missing control name and describe the control/test	

126 Risk Management

397	CC-R180	Loss due to occurrence/omission
Loss due to occurrence of risk associated event or omission of key risks		
CC-CM180	Please amend missing control name and describe the control/test	

127 Cashflow Risk

398	CC-R181	Loss through fund management
Loss through inadequate, excess funds on hand		
CC-CM181	Please amend missing control name and describe the control/test	

128 Political Risk

399	CC-R182	Loss through Government action
Loss through government action/regulation		
CC-CM182	Please amend missing control name and describe the control/test	

129 Environmental Risk

400	CC-R183	Loss through Environment risk
Loss through environmental hazard or unexpected effect of environmental issue		
CC-CM183	Please amend missing control name and describe the control/test	

130 Protection of Information

401	CC-R184	Ability of company to function
Loss of critical information and reduction in ability of the company to function		
CC-CM184	Please amend missing control name and describe the control/test	

131 Accidents

402	CC-R185	Hazardous conditions
Certain jobs, activities or locations are hazardous		
CC-C347	Implement policies, procedures or precautions to enhance workers'	
CC-C348	Identify hazardous jobs, activities or locations	
CC-C349	Identify causes of accidents and implement appropriate, cost-effective safeguards	
CC-C350	Monitor workers compensation or related insurance claims and compare with industry averages (performance indicator)	
403	CC-R186	Out-of-date production facilities
Out-of-date production facilities		

CC-C351	Ensure that capital expansion plans address safety objectives
404	CC-R187 Ineffective safety training programs
	Ineffective safety and employee training programs
CC-C352	Provide periodic updates on such programs to existing employees
CC-C353	Provide appropriate safety and training programs to all new employees
405	CC-R188 Poorly maintained or inadequate equipment
	Poorly maintained or inadequate equipment
CC-C354	Establish a maintenance program that ensures equipment is adequately maintained. Investigate and resolve employee reports of malfunctioning equipment
406	CC-R189 Employees ignore safety procedures
	Employees ignore safety policies or procedures
CC-C355	Appropriately discipline violators of safety policies or procedures

132 Legal Compliance

407	CC-R190 Ignorance of regulations
	Lack of knowledge regarding safety and health laws and regulations
CC-C356	Retain competent legal counsel to advise the entity on safety and health requirements.

133 Insurance

408	CC-R191 Poor information on accident costs
	Inaccurate, insufficient or untimely information regarding risk-related costs or accidents or incidents that could give rise to an insurance claim
CC-C357	Ensure Information systems provide information on all risk-related costs, including insurance premiums, self insured losses, risk management personnel costs and other related costs
CC-C358	Ensure that all accidents or other incidents that could give rise to an Insurance claim are reported to appropriate personnel
CC-C359	Ensure that all significant risks pertaining to all activities have been identified and appropriately addressed, for example: product liability, property and casualty, business interruption and loss of key personnel
CC-C360	Evaluate insurance coverages and consider opportunities to limit costs through self-insurance, captive or off-shore insurance companies, or other techniques
409	CC-R192 Ignorance of risk containment techniques
	Lack of knowledge of risk management cost containment techniques
CC-C361	Retain personnel or advisors with risk management training and experience

135 Compliance

410	CC-R193 Management ignorance of regulations
	Management is unaware of legal and regulatory requirements
CC-C362	Legal counsel periodically communicates with management about legal and regulatory requirements
CC-C363	Retain legal counsel with applicable experience
411	CC-R194 Legal counsel unaware of all activities
	Legal counsel is unaware of all activities taking place within the entity
CC-C364	Encourage regular communication between legal counsel and the internal and independent auditors, and with the board of directors and its various committees
CC-C365	Legal counsel attends management meetings, visits business locations away from the executive offices or otherwise establishes adequate communication with subsidiary, division or unit management to gain a understanding of activities
CC-C366	Review of subsidiary, division or unit annual business plans by legal counsel
CC-C367	Review of all significant contracts and agreements by legal counsel
412	CC-R195 Changing regulatory requirements
	Changing legal and regulatory requirements
CC-C368	Changing legal and regulatory requirements

136 Contracts

413	CC-R196 Legal counsel does not review contracts
	Legal counsel does not review contracts or agreements
CC-C370	Review and approval of all contracts and agreements by legal counsel
CC-C369	Limit personnel authorized to execute contracts or agreements to responsible officials at an appropriate management level

137 Litigation

414	CC-R197 Ignorance of litigation circumstances
	Non legal personnel are unaware that certain circumstances could potentially lead to litigation
CC-C371	Include a clause in all contracts or agreements requiring copies of all legal notices or correspondence from other parties be sent to legal counsel
CC-C372	Implement training programs for appropriate non legal personnel that address situations requiring communication with legal personnel

415	CC-R198	Poor information on costs/settlements
Inaccurate information or estimates regarding costs of litigation or anticipated settlements		
CC-C373		Monitor costs of current and previous litigation

138 Operations

139 Manage and Schedule Operations

140 Efficient Resource and Inventory Holdings

416	CC-R199	Sales forecasts not communicated
Poor communication with marketing regarding sales forecasts		
CC-C374		Compare production schedules to sales forecasts to ensure scheduled timing and production quantities are appropriate
CC-C375		Ensure that production personnel receive all sales forecasts
CC-C376		Use standard documents to prepare and communicate sales forecasts
417	CC-R200	Production priorities/capacity conflicts
Several products compete for concurrent production		
CC-C377		Determine production priorities based on established criteria or management judgement
CC-C378		Approve all production schedules
CC-C379		Evaluate adequacy of production capacity
418	CC-R201	Insufficient/Excess Raw Materials
Insufficient/Excess Raw Materials		
CC-C380		Compare material requirement forecasts with production schedule and product bills of materials; consider effect of lead times required to obtain materials
CC-C381		Consider the costs/benefits of establishing a Just-in-Time system, or similar production and inventory management philosophy
CC-C382		Establish and adhere to accurate and realistic production schedules
CC-C383		Monitor instances of insufficient or excessive raw materials inventory (performance indicator)
CC-C384		Use formalized communication channels to inform procurement of material requirements, including quantities and dates materials are required

141 Minimise Production Downtime

419	CC-R202	Poor Equipment
Poorly maintained, misused or obsolete equipment		
CC-C385		Maintain equipment in accordance with an established preventative maintenance program
CC-C386		Monitor instances of production downtime due to equipment failure (performance indicator)
CC-C387		Periodically evaluate production equipment in light of repairs and maintenance cost, capacity, breakdowns, obsolescence and other factors. Consider the costs/benefits of acquiring new equipment
CC-C388		Train employees in the proper use of equipment
420	CC-R203	Inadequate skilled labor
Inadequate skilled labor		
CC-C389		Train existing employees to perform various tasks
421	CC-R204	Natural or other disasters
Natural or other disasters		
CC-C390		Maintain and update contingency and natural disaster plans
CC-C391		Periodically test such plans

142 Perform Operations

143 Appropriate Production

422	CC-R205	Production Plans not communicated
Quantities to be produced are not communicated clearly		
CC-C392		Use standardized documents to prepare and communicate production plans and directives
423	CC-R206	Inappropriate/unclear specifications
Inappropriate or unclear specifications		
CC-C393		Use standardized documents to communicate product specifications
424	CC-R207	Excessive work steps/operations
Excessive work steps/operations		
CC-C394		Consider methods to simplify production, such as implementation of Just-in-Time principles

144 Comply with legal safety requirements

425	CC-R208	Pressure to meet production deadlines
Pressure to meet production deadlines		
CC-C395		Enforce disciplinary action on employees who violate safety procedures
CC-C396		Upper management supports, in statements and actions, safety considerations
CC-C397		Monitor safety violations (performance indicator)
426	CC-R209	Lack of awareness of laws and regulations
Lack of awareness of laws and regulations		

CC-C398	Post laws, regulations and company policy in conspicuous locations
CC-C399	Conduct periodic training sessions

145 Assure Quality

146 Quality Standards

427	CC-R210	Production processes lack quality assurance
Production processes do not include procedures designed to ensure quality production		
CC-C400	Integrate quality assurance procedures into production processes	
CC-C401	Standardize production processes to the extent practicable	
428	CC-R211	Product is difficult to produce
Product is difficult to produce		
CC-C402	Design product with appropriate consideration given to potential production difficulties	
429	CC-R212	Inadequate product testing
Inadequate product testing		
CC-C403	Monitor defect rates (performance indicator)	
CC-C404	Test sufficient quantities of each production run to ensure compliance with quality control standards	
430	CC-R213	Quality problems undetected
Quality problems are not discovered or appropriately reported during the production process		
CC-C405	Monitor customer quality related returns and complaints (performance indicator)	
CC-C406	Test products using personnel independent of production processes	

147 Outbound

148 Process Orders

149 For Authorised Customers

431	CC-R214	Poor credit information
Incomplete, untimely or inaccurate credit information		
CC-C407	Credit authorization systems that provide accurate and timely customer information regarding approved credit limits, current balances due, age of receivable balance and other pertinent information	

150 Accurate and Expediously

432	CC-R215	Poor pricing/inventory information
Inaccurate or untimely pricing and inventory information		
CC-C408	Use current pricing and inventory information	
433	CC-R216	Untimely processing of order information
Untimely processing of order information		
CC-C409	Prenumber order forms and periodically follow up on those not processed in a reasonable time frame	
434	CC-R217	Poor customer order information
Customer order information may be unclear, inaccurate or incomplete		
CC-C410	Verify customer order information with appropriate marketing/sales personnel; contact customer if necessary @CC-R217	

151 Valid Orders

435	CC-R218	Customer orders may not be authorized
Customer orders may not be authorized		
CC-C411	Verify appropriate marketing/ sales personnel approved customer order	

152 Approved Orders

436	CC-R219	Order documentation is lost
Order documentation is lost		
CC-C412	Prenumber order forms; investigate missing documents	

153 Store Product

154 Protect Products from Damage

437	CC-R220	Employee carelessness
Employee carelessness		
CC-C413	Monitor damage caused by employee carelessness (performance indicator)	
438	CC-R221	Inappropriate storage facilities
Handling and storage procedures, including storage containers, facilities and maintenance, are inappropriate for the nature of the products		
CC-C414	Create appropriate maintenance procedures and schedules for the nature of the storage	

		facility
CC-C415		Store products in containers and facilities designed with consideration for product features and legal and regulatory requirements
439	CC-R222	Employees unfamiliar with procedures
		Employees are not familiar with handling and storage requirements or procedures
CC-C416		Communicate handling and storage policies and procedures clearly to store's employees
CC-C417		Monitor compliance with handling and storage policies and procedures (performance indicator)

155 Timely Order Processing

440	CC-R223	Improper organization of storage facility
		Improper organization of storage facility
CC-C418		Design and maintain efficient warehouse layout to facilitate order fulfillment
441	CC-R224	Insufficient storage capacity
		Insufficient storage capacity
CC-C419		Minimize product inventory while enabling timely order fulfillment
CC-C420		Identify the appropriate number and location of warehouses

156 Compliance with company policies

442	CC-R225	Employees unaware of regulations
		Employees may not be aware of applicable laws and regulations
CC-C421		Legal counsel, or other qualified personnel, provide information regarding applicable laws and regulations
CC-C422		Periodic training regarding legal and regulatory requirements
443	CC-R226	Inappropriate procedures
		Inappropriate handling and storage policies and procedures
CC-C423		Monitor accidents or problems due to inappropriate handling or storage policies or procedures (performance indicator)
CC-C424		Review of handling and storage procedures by legal counsel or other qualified personnel

157 Complete and Accurate Records

444	CC-R227	Unrecorded movements from/to storage
		Product moved into or out of storage may not be documented or recorded
CC-C425		Product transfer documents are required for movements of product into or out of storage. Such documents are prenumbered, and missing documents are investigated
445	CC-R228	Unauthorised movement in/out of storage
		Product may be moved into or out of storage without proper authorization
CC-C426		Periodically count product in storage and reconcile to perpetual records. Investigate differences between physical count and accounting records
CC-C427		Physical security measures to prevent unauthorized addition to or removal of product from storage

158 Ship Product

159 Retrieve from Storage

446	CC-R229	Incorrect products/quantities retrieved
		Improper products or improper quantities are retrieved from storage
CC-C428		Compare products and quantities retrieved from storage with the customer order and/ or product requisition
447	CC-R230	Product is unavailable in sufficient quantity
		Product is unavailable in sufficient quantity
CC-C429		Maintain perpetual product inventory records. Notify operations or other appropriate personnel inventory drops below determined level

160 Packed Properly

448	CC-R231	Incorrect packing/procedures
		Packing materials, containers or procedures are inappropriate for the nature of the product or method of shipment
CC-C430		Use packing materials, containers or procedures that were designed giving consideration to the nature of the product and method of shipment

161 Authorised for Shipment

449	CC-R232	Incorrect data from order processing
		Incomplete or inaccurate information from order processing
CC-C431		Compare documents authorizing product shipment with customer order
450	CC-R233	Unordered products shipped
		Unordered or unauthorized products are included in customer shipment

CC-C432	Compare products to customer order prior to shipment
CC-C433	Monitor customer returns or billing disputes relating to products delivered but not ordered (performance indicator)

162 Efficient Delivery

451	CC-R234	Disruption of normal shipping channels
		Disruption of normal shipping channels
	CC-C434	Identify alternative shipping arrangements
452	CC-R235	Inaccurate or incomplete shipping documents
		Inaccurate or incomplete shipping documents
CC-C435		Review shipping documents for completeness and compare to customer order for accuracy before shipment
453	CC-R236	Use of inefficient shipping methods
		Use of inefficient shipping methods
CC-C436		Periodically review ship alternatives and identify most efficient alternative

163 Accurately documented

454	CC-R237	Incorrect information on shipping documents
		Incorrect information is entered on shipping documentation
CC-C437		Compare shipping information with customer order information before shipment.
455	CC-R238	Shipping documents are lost
		Shipping documents are lost
CC-C438		Prenumber shipping documents and investigate missing documents

164 Timely Shipment

456	CC-R239	Order/shipping documentation lost
		Order or shipping documentation may be lost
CC-C439		Prenumber order and shipping documents; investigate missing documents

165 Procurement

166 Select Vendor

167 Identify Vendor

457	CC-R240	Inadequate vendor screening
		Inadequate vendor screening, including periodic requalification of existing vendors, relating to vendors' abilities to meet:
CC-C440		Specify procedures for notification by vendors of potential performance problems and for appropriate investigation and follow-through
CC-C441		Monitor frequency of returned purchases (performance indicator)
CC-C442		Monitor production problems related to out-of-stock materials and to material specifications (performance indicator)
CC-C443		Develop data on alternative vendors and periodically reevaluate vendor selection decisions
CC-C444		Appropriate review of purchase orders
CC-C445		Investigate and periodically update vendor capabilities regarding production quality and capacity, price (including volume or cash discounts and payment terms), order lead time requirements, current and former customer satisfaction, financial condition, management stability, possible legal restrictions on providing the materials required and pending litigation
CC-C446		Periodically update vendor information based on vendor performance in meeting terms and specifications of contracts or purchase orders (e.g., timely delivery of acceptable items, correction of errors or problems, and service

168 Adherence to Procurement Policies

458	CC-R241	Poor data on fraudulent vendors
		Unavailable or inaccurate information about fraudulent acts or other improper activities of vendors
CC-C447		Consider ways to simplify vendor investigation procedures
CC-C448		Maintain updated vendor information
CC-C449		Institute and monitor code of conduct
CC-C450		Review and approve purchase orders

169 Adequate Supply

459	CC-R242	Poor communication of operations' needs
		Poor communication of operations' or other activities' needs
CC-C451		Timely communication to procurement of operations' or other activities' needs
460	CC-R243	Vendor cannot supply
		Vendors' inability to provide needed quantities due to other higher-priority orders or an interruption in their own supplies

CC-C452	Identify alternate vendors
CC-C453	Utilise forward contracts
CC-C454	Utilise long-term needs analysis

170 Purchase

171 Specification

461	CC-R244	Inappropriate production specifications
		Inappropriate production specifications
CC-C456		Monitor and analyse production problems related to material specifications (performance indicator); examples of performance indicators include comparing current-period data on production stoppages and slowdowns, rush orders, spoilage, and material price and quantity variances to prior-period data, peer or industry data, budgets, or other pre-established goals
CC-C455		Communicate production specifications to procurement personnel
CC-C457		Appropriate review and approval of contracts and purchase orders
CC-C458		Review existing and revised specifications by technical personnel

172 Prices

462	CC-R245	Inaccurate price information
		Out-of-date or incomplete price information
CC-C459		Consider volume purchases by determining total usage of similar materials; combine to obtain volume discount
CC-C460		Monitor material price variances (performance indicator)
CC-C461		Obtain competitive bids for each acquisition periodically
CC-C462		Appropriate review of purchase orders
CC-C463		Use hedging or forward contracts

173 Quantities

463	CC-R246	Poor data on inventory/production
		Unavailable or Inaccurate information on inventory levels or production needs
CC-C464		Use forecasts
CC-C465		Maintain accurate perpetual inventory records
CC-C466		Match periodic production schedules to inventory information and order lead-time requirements
CC-C467		Appropriate review of purchase orders

174 Open Purchase Orders

464	CC-R247	Information on purchase orders unclear
		Information on issued purchase orders is not clearly or completely communicated
CC-C468		Route copies of purchase orders to appropriate personnel
465	CC-R248	Purchase orders not recorded
		Purchase orders are not entered into the system on a timely basis
CC-C469		Prenumber purchase orders and periodically verify their entry into the system. Investigate unusual time delays in entering data

175 Timely Receipt

466	CC-R249	Poor information on items not received
		Unavailable or inaccurate information on items ordered but not received
CC-C472		Monitor vendor performance in terms of timely delivery; follow up in cases of poorly performing vendors
CC-C470		Match receiving information with purchase order information and promptly follow through on outstanding orders
CC-C471		Specify shipment mode and delivery date on purchase orders
CC-C473		Prenumber and account for purchase orders

176 Recording

467	CC-R250	Purchase orders may be lost
		Purchase orders may be lost
CC-C474		Prenumber and account for purchase orders

177 Prevent Unauthorised Use

468	CC-R251	Unauthorised use
		Inadequate policies and procedures to prevent unauthorized use
CC-C475		Notify vendors of company personnel authorized to approve purchase orders
CC-C476		Approve purchase orders
CC-C477		Maintain physical security of purchase orders

CC-C478 Prenumber and account for purchase orders

178 Provision of Services

179 Identify Clients and Customers

469	CC-R252	Poor market information
Inaccurate, untimely or unavailable information regarding pricing, products, actual or potential customers, advertising and promotion		
CC-C479	Communication of product capabilities, enhancements or new products from technology development personnel	
CC-C480	Conduct market research	
CC-C481	Evaluate the effectiveness of advertising and promotion (performance indicator)	
CC-C482	Evaluate pricing strategies vis-a-vis competitors' products and pricing	

180 Marketing

181 Fit to market of product/service range

470	CC-R253	Target Market objectives not defined
Objectives with target markets are not defined.		
CC-CM253	Please amend missing control name and describe the control/test	
471	CC-R254	Product/Service range unrelated to market
Product/service range is not related to market expectations		
CC-CM254	Please amend missing control name and describe the control/test	

182 Coverage of market by product/service range

472	CC-R255	Lack of Coverage
Product/service range fails to cover all intended areas of the entity's business		
CC-CM255	Please amend missing control name and describe the control/test	

183 Satisfying market needs

473	CC-R256	Technically driven product
Product/service range is technically driven, rather than aligned to market requirements		
CC-CM256	Please amend missing control name and describe the control/test	

184 Specification of products/services

474	CC-R257	Inconsistent delivery of product and services
Inconsistent delivery of product and services.		
CC-CM257	Please amend missing control name and describe the control/test	
475	CC-R258	Inability to ensure market coverage
Inability to ensure adequate market coverage within marketing/product plans.		
CC-CM258	Please amend missing control name and describe the control/test	
476	CC-R259	Inability to manage delivery costs
Inability to manage costs of product/service delivery.		
CC-CM259	Please amend missing control name and describe the control/test	
477	CC-R260	Inability to measure product profitability
Inability to measure product profitability reliably.		
CC-CM260	Please amend missing control name and describe the control/test	

185 Operational Capabilities

186 Maintain Effective Operational Capabilities

478	CC-R261	Limited number of distributors
Limited number of appropriate (distributors)		
CC-C483	Identify and evaluate alternative distribution arrangements	
479	CC-R262	Poor performance of distributors
Poor performance of (distributors)		
CC-C484	Communicate appropriate customer information to (distributors) to ensure timely delivery	

187 Quality Services

480	CC-R263	Lack of or excess staff
Lack of or excess staff		
CC-C485	Estimate service usage to ensure appropriate staffing levels	
481	CC-R264	Administrative services ignored
Lack of planning procedures that incorporate objectives of administrative services		
CC-C486	Where appropriate, evaluate the value of using outside service companies rather than	

		providing service in-house
482	CC-R265	Inadequate cost allocation systems
		Inadequate accounting systems for allocating costs
CC-C487		Accurately capture costs and distribute such costs on an equitable basis

188 Provide Client Service

189 Client Inquiries

483	CC-R266	Inadequate information systems
		Inadequate information systems
CC-C488		Maintain accurate and timely product and customer information
484	CC-R267	Untrained staff
		Untrained staff
CC-C489		Provide staff with initial and periodic product and customer service training
CC-C490		Customer service representatives present favorable image to customers and are knowledgeable about products
485	CC-R268	Poor service organization
		Poor organization of customer service department
CC-C491		Organize customer service department in most efficient manner (e.g., along product lines, geographical lines, etc.)

190 Satisfy Client Needs

486	CC-R269	Lack of awareness of sales objectives
		Lack of awareness of sales and marketing objectives
CC-C492		Customer service representatives understand the objectives common to marketing, sales and customer service

191 Install

192 Authorised Installations

487	CC-R270	Untrained staff
		Untrained staff
CC-C493		Monitor client complaints regarding product installation (performance indicator)
CC-C494		Provide installers with initial and periodic training regard installation techniques and product features
488	CC-R271	Product unavailability
		Product unavailability
CC-C495		Coordinate scheduled installations with operations' production schedule and shippings' delivery schedule
489	CC-R272	Poor client information
		Inaccurate or unavailable customer information
CC-C496		Compare installation authorization documents with client orders to verify information accuracy and review such documents for completeness
CC-C497		Prenumber installation authorization documents and investigate missing documents
490	CC-R273	Unavailability of service personnel
		Unavailability of service personnel
CC-C498		Schedule installations and staff utilization to minimize costs

193 Provide Warranty Service

194 Warranty Policies Consistent

491	CC-R274	Inaccurate market information
		Inaccurate market information
CC-C499		Make certain that market information developed by marketing is considered when establishing warranties

195 Response to Requests

492	CC-R275	Insufficient staff
		Insufficient staff
CC-C500		Monitor adequacy of staffing, overtime, workloads
CC-C501		Forecast staffing level requirements
493	CC-R276	Uncommunicated changes in warranty policies
		Uncommunicated changes in warranty policies
CC-C502		Communicate changes in product warranty policies to appropriate personnel

196 Provide Post-Delivery Service

197 Accurate Product Information

494	CC-R277	Unavailable or inaccurate information
		Unavailable or inaccurate information
CC-C503		Update pricing information on order processing systems on a daily basis
CC-C504		Provide customer representatives access to order processing systems

198 Efficient Response

495	CC-R278	Insufficient service personnel
		Insufficient number of customer service representatives or service personnel
CC-C505		Maintain proper staffing levels and organize the customer service department in the most efficient manner
496	CC-R279	Improperly trained service personnel
		Improperly trained service personnel
CC-C506		Properly train staff

199 Manage Sales Activities

200 Effective Sales Strategies

497	CC-R280	Staff unaware of marketing strategy
		Sales personnel are unaware of marketing strategies
CC-C507		Communicate marketing strategies to sales personnel
498	CC-R281	Staff ignore sales strategies
		Sales personnel disregard marketing strategies
CC-C508		Establish sales quotas, commissions and other compensation, or other performance criteria in such a manner that failure to implement marketing strategies results in substandard performance evaluations and compensation, and positive implementation of strategies results in increased compensation and recognition

201 Targets

499	CC-R282	Staff unaware of potential customers
		Sales personnel are unaware of potential customers
CC-C509		Communication of market research results from marketing to sales personnel
500	CC-R283	Staff lack product knowledge
		Salespeople lack knowledge about product features or benefits
CC-C510		Retain qualified and experienced sales staff
CC-C511		Provide product awareness training
501	CC-R284	Poor customer information
		Incomplete or inaccurate customer information
CC-C512		Maintain client information system, including name, address, phone number, contact, size, locations, history of previous orders, plans to expand or change the business, or other information that could be useful in marketing the entity's products or services
CC-C513		Periodically verify the accuracy of customer information
502	CC-R285	Salespeople perform poorly
		Salespeople perform poorly
CC-C514		Organize sales force and align territories in most efficient manner
CC-C515		Retain qualified and experienced salespeople

202 Service Sales Orders

503	CC-R286	Sales orders are lost
		Sales orders are lost
CC-C516		Prenumber sales orders and investigate missing documents

203 Process Pricing and Output Cost Data

204 Pricing Philosophies

504	CC-R287	Profit Margin
		Poor margin control leading to inadequate profit margins
CC-CM287		Please amend missing control name and describe the control/test
505	CC-R288	Loss of market share
		Loss of market share
CC-CM288		Please amend missing control name and describe the control/test

206 Process direct costs

506	CC-R289	Inadequate or inaccurate information
		Inadequate or inaccurate information
CC-C518		Periodically evaluate the production process and estimate the costs associated with each stage of the process

CC-C520	Clearly define and organize each stage of production; appropriately document such stages
507	CC-R290 Poorly organized production process
	Poorly organized production process
CC-C519	See the Operations section of this system
508	CC-R291 Inability to identify the stage of production
	Inability to identify the stage of production
CC-C521	Periodically verify system is functioning properly

207 Allocate Overhead Costs

509	CC-R292 Inadequate or inaccurate information
	Inadequate or inaccurate information
CC-C522	Identify information necessary to develop standard product costs or other allocation mechanisms; ensure information systems accurately provide such information on a timely basis (this information may include such items as units planned to be produced, budgeted labor hours and costs, budgeted overhead costs and estimated material costs; it should take into account the impact of technology on the manufacturing process and consider the proper basis on which to allocate costs)
CC-C523	Periodically evaluate the production process and estimate the costs associated with each stage of the process
510	CC-R293 Poorly organized production process
	Poorly organized production process
CC-C524	See the Operations section of this system
511	CC-R294 Inability to identify the stage of production
	Inability to identify the stage of production
CC-C525	Clearly define and organize each stage of production; appropriately document such stages
CC-C526	Establish systems to routinely identify stage of completion; periodically verify system is functioning properly

208 Complete/Accurate

512	CC-R295 Actual cost data invalid
	Inaccurate, untimely or unavailable information regarding actual costs incurred
CC-C529	Verify customer order information with appropriate marketing/sales personnel; contact customer if necessary
CC-C531	Periodically count raw materials, work-in-process and finished goods inventories and compare with the perpetual records; investigate differences
CC-C534	Prenumber and account for the numerical sequence of requisitions of materials and component parts issued to and returned from production; investigate missing or duplicate (unmatched) items by people independent of the materials handling function
CC-C527	Reconcile the perpetual records to the general ledger control accounts, and approve adjustments, by personnel other than those responsible for maintaining related perpetual records or for safeguarding inventories
CC-C528	Periodically balance the raw materials, work-in-process and finished goods records (previous balance plus additions less transfers out, compared with the current total)
CC-C530	Maintain perpetual inventory records
CC-C532	Review and approve monthly summarizing entries
CC-C533	Prenumber and account for the numerical sequence of production reports or other records of finished production and transfers within work-in-process; reconcile those reports to quantities recorded; investigate missing documents and differences @CC-R295Prenumber production reports

209 Variances

513	CC-R296 Variances incorrectly calculated
	Variances are computed or recorded inaccurately
CC-C535	Compute variances for each appropriate product; verify completeness by comparison to product list or other appropriate document @CC-R296
CC-C536	Review general ledger or other records to ensure variances are recorded accurately
CC-C537	Verify variance accuracy by recomputation or other appropriate methods

210 Use of Technology

211 Use of service provision and information technologies

212 Production/Output Needs

514	CC-R297 Needs not communicated
	Product or processes needs are not effectively communicated to Technology Development
CC-C538	Clear communication of needs and opportunities to Technology Development
CC-C539	Identify needs by appropriate activities
515	CC-R298 Insufficient technical ability
	Technology Development personnel do not have technical ability to identify or develop appropriate

technology	
CC-C540	Retain personnel who are adequately qualified to fulfill their responsibilities

213 Knowledge Level

516	CC-R299	No access to current technological developments
		Management does not have access to information relating to current technological developments
CC-C541		Monitor business, technical and industry literature
CC-C542		Periodically summarize technological developments and distribute to appropriate personnel
CC-C543		Attend technical seminars, conferences, trade meetings, expositions and similar meetings
517	CC-R300	Inadequate information pooling
		Technology Development personnel may acquire or have knowledge that would be useful in a development program other than that with which they are associated
CC-C544		Regularly communicate information, including nature of the program, status, manager, anticipated use of technology and any other pertinent information regarding ongoing or planned research or development programs
CC-C545		Detailed technology specifications, plans, drawings, schematics or other technical data are created, to the extent possible, in the concept or early stages of development, and are modified as necessary throughout the project

214 Patents

518	CC-R301	Technology may not be adequately defined
		Technology may not be adequately defined
CC-CM301		Please amend missing control name and describe the control/test
519	CC-R302	Relevant patents may not be identified
		Relevant patents may not be identified
CC-C546		Communicate technical data to legal counsel for use when conducting patent searches
520	CC-R303	Existing patents may be disregarded
		Existing patents may be disregarded
CC-C547		Appropriate management review and approval of all technology projects

215 Resource Commitments

522	CC-R305	Project priorities not communicated
		Technology development management are unaware of project priorities
CC-C549		Clear and complete communication from management regarding priorities
521	CC-R304	Strategy not supported by projects
		Technology development projects do not support entity-wide objectives or strategies
CC-C548		Appropriate technology project review and approval

216 Strategy

523	CC-R306	Lack of integration of strategic plans
		Insufficient interaction of information technology, financial and operating management in developing strategic plans
CC-C550		Develop IT strategic plan that optimizes entity-wide investment in and use of IT and ensure that IT initiatives support entity's plans
CC-C551		Involve users in the development and maintenance of the strategic long-range plans
CC-C552		Use an IT steering committee

217 Availability

524	CC-R307	Poor business continuation planning
		Lack of or poor business continuation planning
CC-C553		Establish alternative processing arrangements
CC-C554		Establish and maintain a commitment by senior management for business contingencies
CC-C555		Develop and maintain a business continuation plan
CC-C556		Assess the impact of new or modified systems on business continuation procedures
525	CC-R308	Poor back-up and recovery procedures
		Poor back-up and recovery procedures
CC-C557		Regularly back up critical data files, systems and program libraries and store offsite
526	CC-R309	Inadequate safeguarding of IT resources
		Inadequate safeguarding of IT resources
CC-C558		Regularly test business continuation procedures