**PROTECTED A (when completed)**

**Required in all engagements**

**Special Examination Plan for**

**[Name of the entity]**

**Final report expected in [month year]**

[Date]

Dec-2022

Template Owner: Audit Services  
Maintained by: Design and Publishing

[For special examinations that are joint audits, teams must consult with Report Communications and with Design and Publishing to ensure that the special examination plan and other audit documents are formatted according to Federal Identity Program and security requirements.]

# Executive summary

**Required in all engagements**

|  |  |
| --- | --- |
| **Contents** | **Selected systems and practices** |
| [**The corporation’s profile and responsibilities**](#_The_corporation’s_profile)  [**Other matters**](#Other_matters)  [**Audit risks and scope**](#Audit_Risk_and_Scope) | |  |  | | --- | --- | | 1 | [Corporate governance](#_Corporate_governance) | | 2 | [Strategic Planning](#Strategic_Planning) | | 3 | [Corporate risk management](#_Corporate_risk_management) | | 4 | [[Name of LOE]](#Name_of_LOE_1) | | 5 | [[Name of LOE]](#Name_of_LOE_2) | | 6 | [[Name of LOE]](#Name_of_LOE_3) | |
| Audit objective  As stated in the *Financial Administration Act*, the objective of the audit is to determine whether the systems and practices we selected for examination at [name of the entity] are providing the corporation with reasonable assurance that its assets are safeguarded and controlled, its resources are managed economically and efficiently, and its operations are carried out effectively. |  |

The corporation’s profile and responsibilities

We want to work with you to understand your operations so we can perform an audit that reflects your mandate and the risks you are facing.

This is a joint venture. We all contribute according to our respective responsibilities.

# Corporation’s profile

**Required in all engagements**

The mandate of [name of the entity] is to

* [State the mandate and powers]

The corporation is accountable to Parliament through the Minister of [department’s name].

To support its mandate, the corporation has established the following strategic objectives:

* [State the corporate objectives as set out in the most recent corporate plan.]
* [Strategies or key activities]. [Identify the most important high-level strategies or key activities the corporation uses to deliver both the public policy and the commercial aspects of its mandate.]

# Responsibilities of [Name of the Entity]

**Required in all engagements**

## [Name of the entity’s governing body]

Overseeing the corporation’s financial and management controls and information systems and management practices that provide reasonable assurance that the corporation’s

* assets are safeguarded and controlled
* human, physical, and financial resources are managed economically and efficiently
* operations are carried out effectively

Submitting the report to the Minister of [department’s name] and to the President of the Treasury Board within 30 days of receiving it and making the report available to the public within 60 days of receiving it.

## Management

All day-to-day activities, including

* maintaining reliable, accurate, and timely financial and non‑financial information
* ensuring that adequate systems and practices are in place
* complying with legislative and other authorities
* preventing and detecting fraud

The preparation, integrity, and objectivity of publicly reported information.

Carrying out internal audits, complying with authorities, and maintaining financial and management controls.

# Responsibilities of the Office of the Auditor General of Canada

**Required in all engagements**

* Providing an independent and objective assessment that addresses the audit objective.
* Expressing an opinion on whether there is reasonable assurance that during the period covered by the audit, there were no significant deficiencies in the corporation’s systems and practices that we selected for examination.
* If needed, bringing to the attention of the Minister and Parliament any information in the report that, in our opinion, would have a significant impact on the corporation’s ability to discharge its mandate and responsibilities and would require the authority or powers of the Minister or Parliament, or both, to fully resolve.
* Presenting the final special examination report for tabling in Parliament shortly after it has been made public by [name of the entity].
* To the extent we consider practicable, relying on any internal audits conducted.

Audit risks and scope

Considering the information you provided about the corporation’s key risks and other information, we have identified the risks and scope that we believe are most relevant for this audit.

# Audit risks

**Required**

Some of the key risks that we believe are relevant to the special examination include the following:

* [Risk]: [Describe the risk]*.* This risk will be addressed in the [LOE].
* [Risk]: [Describe the risk]*.* This risk will be addressed in the [LOE].
* [Risk]: [Describe the risk]*.* This risk will be addressed in the [LOE].
* [Risk]: [Describe the risk]*.* This risk will be addressed in the [LOE].

[Using the risk and control assessment template (RCAT) and the audit logic matrix (ALM), include a high-level description of the risks that the corporation must manage or mitigate to achieve its mandate and meet its statutory control objectives.

Audit teams must be satisfied that they have included in this plan all important risks threatening the achievement of the statutory control objectives set out in sections 131(2)(a) and 131(2)(c) of the *Financial Administration Act* and the corporation’s ability to discharge its mandate and responsibilities.]

# Audit scope

**Required**

Taking into account the information we received about the corporation’s business activities and key risks, we selected the following systems and practices to audit:

* Corporate management
* corporate governance
* strategic planning
* corporate risk management
* Operational management
* [operational planning]
* [operational performance measurement, monitoring, and reporting]
* [name the system and practice]

We will assess the audit evidence gathered by the audit team against the examination criteria.

We will obtain our audit evidence mainly by reviewing the corporation’s documentation and files and by conducting interviews [adjust as required]*.*

# Corporate governance

**Required**

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| Parliament, the Minister, the Board of Directors, and management have specific powers and responsibilities, and this division establishes key accountability mechanisms.  The board has the overall responsibility for overseeing corporate affairs to protect the corporation’s long-term interests and those of the Government of Canada. The board’s activities influence the corporation’s essential management systems and practices and its performance.  To maximize corporate effectiveness and the ability to balance public policy objectives with commercial objectives, the corporation should have a properly functioning corporate governance framework that meets the expectations of best practices in board stewardship, shareholder relations, and public communications. | |
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| W:\common\15000-15900\15200\15213 OAG-AA-Plan (RAC Plan - CAS)\2020 February_New Design_DO NOT PUBLISHED ON THE INTRANET\v2\Graphics\Icons\Our Planned Response.png | Selected systems and practices | Criteria |
| * board independence | * The board functions independently. |
| * providing strategic direction | * The board provides strategic direction. |
| * board appointments and competencies | * The board collectively has the capacity and competencies to fulfill its responsibilities. |
| * board oversight | * The board carries out its oversight role over the corporation. |
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| * *Conflict of Interest Act* * *Financial Administration Act* * Practice Guide: Assessing Organizational Governance in the Public Sector, The Institute of Internal Auditors, 2014 | * [corporate enabling legislation] * [corporate board profile or skills matrix] * [corporate bylaws or board charter, or terms of reference or equivalent] |
|  |  |

# Strategic planning

**Required**

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| Through its strategic objectives, the corporation chooses how it will fulfill its mandate.  Effective systems and practices for strategic planning, performance measurement, and monitoring and reporting ensure that the corporation’s objectives are consistent with its mandate that their achievement is measurable, and that results are reported.  Appropriate performance measures are those that demonstrate that the corporation is achieving its strategic objectives [and fulfilling its public policy mandate]. This information supports transparency and accountability in federal institutions and is of key importance for management, the Board of Directors, the government, and Parliament. | |
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| W:\common\15000-15900\15200\15213 OAG-AA-Plan (RAC Plan - CAS)\2020 February_New Design_DO NOT PUBLISHED ON THE INTRANET\v2\Graphics\Icons\Our Planned Response.png | Selected systems and practices | Criteria |
| * strategic planning | * The corporation establishes a strategic plan and strategic objectives that align with its mandate. |
| * performance measurement, monitoring, and reporting | * The corporation establishes performance indicators in support of achieving its strategic objectives and monitors and reports on its progress against these indicators. |
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| * *Financial Administration Act* * Guidance for Crown Corporations on Preparing Corporate Plans and Budgets, Treasury Board of Canada Secretariat, 2019 | * [corporate enabling legislation] * [corporate documents calling for a corporate or strategic plan (for example, a policy, framework, or guidance document)] * Recommended Practice Guideline 3, Reporting Service Performance Information, International Public Sector Accounting Standards Board, 2015 |
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# Corporate risk management

**Required**

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| The corporation is exposed to numerous risks, including strategic, reputational, and various types of operational and financial risks.  Risk management is fundamental to the corporation’s sustainability. Accordingly, its risk management systems and practices are critical to the achievement of the corporation’s mandate and the safeguarding of its assets. | |
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| W:\common\15000-15900\15200\15213 OAG-AA-Plan (RAC Plan - CAS)\2020 February_New Design_DO NOT PUBLISHED ON THE INTRANET\v2\Graphics\Icons\Our Planned Response.png | Selected systems and practices | Criteria |
| * risk identification and assessment | * The corporation identifies and assesses risks to achieving its strategic objectives. |
| * risk mitigation | * The corporation defines and implements risk mitigation measures. |
| * risk monitoring and reporting | * The corporation monitors and reports on the implementation of risk mitigation measures. |
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| * Enterprise Risk Management—Integrating with Strategy and Performance: Executive Summary, Committee of Sponsoring Organizations of the Treadway Commission, 2017 * Internal Control—Integrated Framework, Committee of Sponsoring Organizations of the Treadway Commission, 2013 | * ISO 31000—Risk Management—Guidelines, International Organization for Standardization, 2018 |

# [Name of line of enquiry]

**Required**

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| [For each line of enquiry, **briefly** describe what the line of enquiry consists of. Also, describe the related systems and practices that should be in place to mitigate or manage the identified risks. These are the systems and practices the audit team must examine to conclude on the extent to which the corporation meets its responsibility to have in place systems and practices that provide reasonable assurance that the statutory controls are being met. Establish clearly how these systems and practices are intended to mitigate the corporation’s business risks.] | |
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| W:\common\15000-15900\15200\15213 OAG-AA-Plan (RAC Plan - CAS)\2020 February_New Design_DO NOT PUBLISHED ON THE INTRANET\v2\Graphics\Icons\Our Planned Response.png | Selected systems and practices | Criteria |
| * [Implementation of strategic direction through operational management] | * [Operations align with the strategic direction, and management has sufficient and appropriate information to manage resources economically and efficiently in carrying out operations.] |
| * [Name of system and practice] | * [Write in the criteria for the practice] |
| * [Name of system and practice] | * [Write in the criteria for the practice] |
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| * [Insert source(s) of criterion] | * [Insert source(s) of criterion] |
|  | * [Insert source(s) of criterion] | * [Insert source(s) of criterion] |
|  | * [Insert source(s) of criterion] | * [Insert source(s) of criterion] |

# [Name of LOE]

**Required**

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| W:\common\15000-15900\15200\15213 OAG-AA-Plan (RAC Plan - CAS)\2020 February_New Design_DO NOT PUBLISHED ON THE INTRANET\v2\Graphics\Icons\Our Planned Response.png | Selected systems and practices | Criteria |
| * [Name of system and practice] | * [Write in the criteria for the practice] |
| * [Name of system and practice] | * [Write in the criteria for the practice] |
| * [Name of system and practice] | * [Write in the criteria for the practice] |
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| * [Insert source(s) of criterion] | * [Insert source(s) of criterion] |
|  | * [Insert source(s) of criterion] | * [Insert source(s) of criterion] |
|  | * [Insert source(s) of criterion] | * [Insert source(s) of criterion] |

# [Name of LOE]

**Required**

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| W:\common\15000-15900\15200\15213 OAG-AA-Plan (RAC Plan - CAS)\2020 February_New Design_DO NOT PUBLISHED ON THE INTRANET\v2\Graphics\Icons\Our Planned Response.png | Selected systems and practices | Criteria |
| * [Write in the criteria for the practice] | * [Write in the criteria for the practice] |
| * [Name of system and practice] | * [Write in the criteria for the practice] |
| * [Name of system and practice] | * [Write in the criteria for the practice] |
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| * [Insert source(s) of criterion] | * [Insert source(s) of criterion] |
|  | * [Insert source(s) of criterion] | * [Insert source(s) of criterion] |
|  | * [Insert source(s) of criterion] | * [Insert source(s) of criterion] |

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Other matters

We believe it is important to share other matters with you that may assist you in your oversight role.

# Other matters

**Required**

**Quality control and independence**—The principal of the audit team is responsible for audit quality and ensures that the audit is carried out in compliance with OAG policies, professional standards, and the systems of quality control. We are not aware of any relationships between the corporation and our audit staff that, in our professional judgment, may reasonably be thought to bear on our independence.

**Internal audits**—We reviewed the recent activities of the internal audit function. In our discussions, we identified no opportunities to rely on internal audit work for our special examination. However, in our risk assessment, we considered recent internal audit work.

[OR] [In our discussions, we identified no opportunities to rely on internal audit work for our special examination. However, this work may prove useful as supplementary evidence to reduce the audit burden on the corporation.]

[OR] [We identified the following opportunities to rely on internal audit work for our special examination:]

* [Describe planned extent of use of internal audit work.]

**The period covered by the audit** includes the period from the beginning of the planning phase of the special examination to the completion of the fieldwork. We expect this period to be from [beginning of planning date—day month year] to [expected date of the end of fieldwork—day month year]. [However, the audit team may extend this period to properly evaluate the systems and practices selected for examination.]

Audit team

|  |  |
| --- | --- |
| Principal | [Insert name] |
| Director[s] | [Insert name] |
| Team leader | [Insert name] |

# Other matters (continued)

**Required**

### Key audit milestones

|  |  |
| --- | --- |
| Draft report to the head of the corporation | [Date] |
| Head of the corporation’s comments on the draft report, including responses to the recommendations | [Date] |
| Transmission of the draft report to the audit committee | [Date] |
| Presentation of the draft report | [Date] |
| Acknowledgement letter by the audit committee | [Date] |
| Transmission of the final report to the [name of entity’s governing body] | [Date] |
| Presentation of the final report | [Date] |
| Submission by the [name of entity’s governing body] of the final report to the Minister and the President of the Treasury Board | within 30 days after the corporation’s governing body receives the final report |
| Final report made available to the public by the [name of entity’s governing body] | within 60 days after the corporation’s governing body receives the final report |
| Tabling in Parliament | at the earliest OAG tabling, once the report has been made public by the [name of entity’s governing body] |