

Experience, the Difference

Canadian Credit Union Internal Audit Solutions



Control Solutions International

Control Solutions is already known to many Canadian credit unions through its extensive risk assessment program by recently completing risk assessments at almost 120 provincial credit unions – now we stand ready to help you maximize the value from your regulatory and compliance efforts while minimizing the cost to do so.

With the ever increasing focus on corporate governance and risk by federal and provincial regulators, Canadian credit unions are faced with ever increasing compliance requirements. Control Solutions International has developed a Risk and Internal Controls Matrix used by provincial regulators enabling us to reduce compliance costs and meet regulatory needs.

ARE YOU READY?

- For the regulatory implementation of an Enterprise Risk Management program?
- Are your Board of Directors and Audit Committee confident and well informed of regulatory requirements?
- Has your Audit Committee approved a risk-based audit plan, conducted independently with direct reporting to the Audit Committee?
- Do you have Board approved Information Technology Management Policies suitable for the size and complexity of your organization and the adequate protection of your members' personal and financial information?
- Has your Board participated with Management in developing a Strategic Plan to sustain the mission and goals of the credit union's existence over a longer time frame?
- Do you need support to improve the quality of your corporate governance policies and to develop your operational policies and procedures?

OUR SOLUTIONS

Control Solutions has almost 20 years of experience developing value-add internal audit solutions. We developed our Getting Started™ internal audit program to help organizations effectively establish an internal function to manage their regulatory and compliance needs in a cost effective manner. Our customized credit union solutions include:

- Financial and Operational Internal Audit
- Enterprise Risk Management
- Board of Director Training
- Risk Management and Consulting
- Information Technology Audit
- Strategic Planning Consulting
- Mergers and Acquisitions
- Policies and Procedures Development

OUR CONSULTANTS

The need for a trusted advisor is more pressing than ever before with the continued uncertainty and fluctuation of the global markets, increased scrutiny of corporate governance, and pressures to reduce cost and increase profitability. Our expert professionals will help lead you in the right direction. Experience the difference in working with a professional services firm that is truly and ultimately dedicated to your success. Our consultants will bring to you:

- Extensive credit union risk assessment experience
- Solid understanding of credit union business models
- Value driven process improvements from experienced guidance
- Local financial services professionals
- Expert analysis of current sector-wide challenges
- Maximizing performance with brilliant solutions

AN OVERVIEW OF OUR CUSTOMIZED CANADIAN CREDIT UNION SOLUTIONS

Control Solutions International delivers a portfolio of solutions through completely integrated practices that give clients quicker and easier access to our wide range of expertise. Our global consulting and risk advisory firm provides clients with a distinctive perspective through our industry veterans. Our unique approach to the issues faced by our clients enables us to work together to not only solve the vast array of compliance, risk and technology problems, but to also help our clients increase the productivity and effectiveness of their operations.

FINANCIAL AND OPERATIONAL INTERNAL AUDIT

Our team can either supplement the credit union's internal audit function or can develop an internal audit plan that will assist in performing internal audit review, fraud investigation and management, risk assessment and procedures /control management. The internal audit coverage would depend on the credit union's risk appetite. Higher risks activities (by virtue of transaction complexity, nature, size, volume, known weaknesses, etc.) would be audited in more depth and more

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frequently than low risk activities. Our risk-oriented internal audit services result in recommendations based on best practices of our team's exposure to credit unions. We can identify where the risks are and where improvements and efficiencies can be made.

Control Solutions International is a leader in strategic internal audit partnering. For almost 20 years, we have supported audit committees, management and internal audit functions for organizations of all sizes and type around the world. Through extensive training, knowledgeable professionals, industry experience, and innovative tools and methodologies, we deliver flexible solutions tailored to your specific business and technology audit needs.

Our solutions range from establishing new internal audit departments using our unique Getting Started™ framework, working on a fully out-sourced or co-sourced basis through to implementing highly efficient and effective approaches that reduce cost and mitigate risk. Working collaboratively with our clients, we have completed hundreds of world-class highly effective and focused internal audit control reviews meeting the needs of our clients and their key stakeholders.

"The Risk and Internal Controls Assessment performed by Control Solutions International earlier this year has proven to be an invaluable template in addressing our credit union's inherent and residual risk. The on-site consultant provided a wealth of knowledge and expertise in identifying best practices. The findings were forthright and clearly summarized at the exit interview, and the final and formal report has now provided our credit union with a helpful roadmap to improve on any identified internal control weaknesses and operational inefficiencies."

*Peter Markes
CEO, Slovenia Parishes (Toronto)
Credit Union Limited*

ENTERPRISE RISK MANAGEMENT

Changes in the credit union system regulatory environment are upon us. A mandated Enterprise Risk Management framework is being phased in. Control Solutions is the creator of the Risk and Internal Controls Matrix methodology developed specifically for credit union risk assessment. An improved and enhanced version of the Risk and Internal Controls Matrix forms the perfect framework for your credit union's Enterprise Risk Management program.

Enterprise risk management, done well, will enable your leadership team to pursue company objectives in the best way for your organization. The focus of risk management should not only be on protecting you from harm, but also on enhancing your ability to succeed. That is, risk management programs have a dual-purpose: value protection and value creation.

Control Solutions International brings to our clients the right combination of experience, expertise and methodology to help you establish the right risk management program for your organization—a program with the right amount of *energy, focus, intelligence* and *structure*. We provide a range of services to help organizations improve their ability to identify and prioritize risk, understand how risks work in concert across departments and business processes, and ultimately to integrate risk management with strategy enactment and realization of objectives.

Our approach to Enterprise Risk Management is enterprise-wide which identifies, prioritizes, assesses and manages business risks across the credit union. Our team will help management of the credit union sets its risk appetite and tolerance and assist in developing key responsibilities of the board, audit committee or other designated committees and management on Enterprise Risk Management.

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Control Solutions International is a leading independent internal audit, compliance, risk management and technology firm that has provided a wide range of advisory services, comprehensive solutions and innovative products globally for more than 20 years.

BOARD OF DIRECTOR TRAINING

With recent failures in financial services, successful sustainability is a key focus for your credit union's Board of Directors. They need to feel confident and effective in fulfilling their responsibilities.

We present the roles and responsibilities of the board in an interactive environment complete with workbooks and case studies. The material is backed by our team's combined credit union experience resulting in intimate knowledge of operational, strategic and governance aspects.

Our Risk and Internal Controls Matrix methodology is also the core of our Board of Director Training Modules. We cover each domain of your business; Plan and Organize, Sustain and Secure, Service Delivery and Monitor and Evaluate. Each of the four domains covers several elements and at the end of each element, we provide the Directors with the following pointers:

- What management should be doing
- Materials and information management should provide to Directors
- Questions Directors should be asking of management
- Oversight advice and direction Directors should be able to provide to management

RISK MANAGEMENT AND CONSULTING

We are experts in business, financial and technology risk and control. Our industry veterans bring you the benefits of leading-edge technologies, methodologies and tools that are built upon deep risk, process, systems and industry knowledge.

Beginning with an understanding of your strategic objectives and risk threshold, we work with Board members and management to develop best-practice solutions that allow you to mitigate exposure, meet compliance and legislative requirements, improve Governance, Risk and Compliance (GRC) systems and capture opportunities for sustainable business success.

INFORMATION TECHNOLOGY AUDIT

Our skilled and experienced professionals leverage their knowledge and our world-class tools and methodologies to address today's wide range of information technology challenges for business and technology management alike. We partner with CIOs and other areas of management to ensure key issues such as regulatory concerns, convergence, economic concerns, industry benchmarks and many other key issues are addressed in our tailored solutions.

Leveraging people, processes and technology we maximize our clients return on their information systems investments and minimize their risks. To help our clients gain the most from their technology investments we provide them with in-depth knowledge and customized solutions in data analytics, security and privacy, software selection, pre and post-implantation reviews and manage areas of risk and compliance that fall under a clients Governance, Risk Management and Compliance (GRC) umbrella.

Our IT security specialists provide assessment to identify system risks and design and strengthen system controls, segregation of duties, monitoring, etc. Also, our team performs penetration testing, cyber security and development of security policies and procedures suitable to the size and complexity of the credit union.

STRATEGIC PLANNING CONSULTING

These are times of uncertainty and challenge. Successful sustainability is deserving of renewed focus through effective strategic planning.

Our comprehensive consulting service includes the professional expertise to guide you through a Strategic Planning Session that will form the backbone of your evolving long term Strategic Plan.

The cumulative credit union experience amongst our team will bring the motivation needed to put your Board of Directors and Management Team at ease to create a dynamic Strategic Plan.

Building a long term relationship by helping you achieve your goals is our goal!

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MERGERS AND ACQUISITIONS

The due diligence review is to reduce exposure to financial loss and other related risk. The scope of work to be performed is dependent on the operational environment of each merging credit union. Our team ensures that the credit union's exposure on this transaction is prevented by carrying out an assessment of loans and mortgages, assets and liabilities, membership and other areas that may expose the organization to significant risk.

Our M&A support services cover the full gamut of due diligence needs during the critical period surrounding the closing of a transaction. We can assist clients with everything from the verification of assets and liabilities, to developing plans for the implementation of post-closing controls. Operating under similar critical time pressures, our Forensics and Litigation Support teams are dedicated to assisting our clients achieve the most cost effective and efficient way to deal with complex litigation issues. All of our solutions are structured so that we are able to partner with any key stakeholder in a transaction or investigation.

- Computer Forensics and Analytics
- Financial Investigations
- Fraud Risk Management
- Legal Discovery and Risk Management
- Mergers and Acquisitions Due Diligence

POLICIES AND PROCEDURES DEVELOPMENT

As a financial services provider in Canada, you need to ensure you have adequate policies and procedures to manage your workplace that are consistent and fair for all employees and cover all key risk areas. Control Solutions has extensive experience in assisting clients to maintain their due diligence in policy and procedure development in a cost effective manner.

Control Solutions will work with your executive and management teams to develop scalable policies and procedures that are effectively communicated and understood by all levels of staff. We take a fully customizable and collaborative approach to ensure that all policies and procedures are completely incorporated into the day-to-day operations of the credit union.

Control Solutions will also setup a regular review program based on the policy type and its scope. We will ensure that any review can be performed by management to minimize cost and ensure simplicity of the process.

“Our experience with Control Solutions International has been very positive. I particularly appreciated the disposition of the on-site consultant during an audit role where the consultant was not only thorough in completing the review responsibilities, but did so in a professional manner. Specifically, Hald-Nor staff appreciated the sharing of alternate best practices to improve our operation. The consultant was thorough and efficient, and the recommendations were backed by sound advice to assist us. In summary, thank you for bringing value through a professional process in a manner that also balanced risk management with business objectives.”

*Ralph Luimes
President & CEO
Hald-Nor Credit Union*

The leading global risk and control solutions advisory firm

WHO WE ARE

Control Solutions International, a global consulting and risk advisory firm, provides clients with industry veterans who specialize in:

- Risk management and consulting
- Internal audit
- Information technology

Founded in 1991, Control Solutions International delivers a unique combination of thought leadership, technical knowledge and practical experience in more than 35 countries. We are committed to our philosophy of tailoring our approach and methodology to your unique requirements.

Let our experts guide you:

1.888.902.8348 or info@controlsolutions.com

Control Solutions International is a leading independent internal audit, compliance, risk management and technology firm that provides a wide range of advisory services, comprehensive solutions and innovative products globally. For more than 20 years, Control Solutions International has been the trusted advisor to over 500 public, private, nonprofit and government clients. Our experienced professionals reflect our distinctive culture, placing the interests of our clients first and emphasizing integrity, commitment to quality, innovation and teamwork.

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