



Alameda County Employees' Retirement Association
BOARD OF RETIREMENT

AUDIT COMMITTEE/BOARD MEETING
NOTICE and AGENDA

ACERA MISSION:

To provide ACERA members and employers with flexible, cost-effective, participant-oriented benefits through prudent investment management and superior member services.

Thursday, October 17, 2024
12:30 p.m.

LOCATION AND TELECONFERENCE	COMMITTEE MEMBERS	
<p>ACERA C.G. "BUD" QUIST BOARD ROOM 475 14TH STREET, 10TH FLOOR OAKLAND, CALIFORNIA 94612-1900 MAIN LINE: 510.628.3000 FAX: 510.268.9574</p> <p>The public can observe the meeting and offer public comment by using the below Webinar ID and Passcode after clicking on the below link or calling the below call-in number.</p> <p>Link: https://zoom.us/join Call-In: 1 (669) 900-6833 US Webinar ID: 879 6337 8479 Passcode: 699406 For help joining a Zoom meeting, see: https://support.zoom.us/hc/en-us/articles/201362193</p>	HENRY LEVY, CHAIR	TREASURER
	TARRELL GAMBLE, VICE-CHAIR	APPOINTED
	JAIME GODFREY	APPOINTED
	KELLIE SIMON	ELECTED GENERAL
	GEORGE WOOD	ELECTED GENERAL

The Alternate Retired Member votes in the absence of the Elected Retired Member, or, if the Elected Retired Member is present, then votes if both Elected General Members, or the Safety Member and an Elected General Member, are absent.

The Alternate Safety Member votes in the absence of the Elected Safety Member, either of the two Elected General Members, or both the Retired and Alternate Retired Members.

This is a meeting of the Audit Committee if a quorum of the Audit Committee attends, and it is a meeting of the Board if a quorum of the Board attends. This is a joint meeting of the Audit Committee and the Board if a quorum of each attends.

Note regarding accommodations: If you require a reasonable modification or accommodation for a disability, please contact ACERA between 9:00 a.m. and 5:00 p.m. at least 72 hours before the meeting at accommodation@acera.org or at 510-628-3000.

Public comments are limited to four (4) minutes per person in total. The order of items on the agenda is subject to change without notice. Board and Committee agendas and minutes and all documents distributed to the Board or a Committee in connection with a public meeting (unless exempt from disclosure) are posted online at www.acera.org and also may be inspected at 475 14th Street, 10th Floor, Oakland, CA 94612-1900.

AUDIT COMMITTEE/BOARD MEETING

NOTICE and AGENDA, Page 2 of 2 - Thursday, October 17, 2024

Call to Order

12:30 p.m.

Roll Call

Public Input (Time Limit: 4 minutes per speaker)

Action Items: Matters for Discussion and Possible Motion by the Committee

1. Review, discussion and possible motion to renew the Employer Audit Policy, with or without revisions.

- Harsh Jadhav

Recommendation:

Staff recommends the Audit Committee recommend that the Board of Retirement renew the Employer Audit Policy per the redline in the agenda backup.

Information Items: These items are not presented for Committee action but consist of status updates and cyclical reports.

Internal Audit

1. Progress report on the Internal Audit Plan - Harsh Jadhav
2. Business Impact Analysis (BIA) Update - Marlon Montenegro
3. Pension Gold (V3) Implementation Controls - Dana D'Arienzo
4. Cybersecurity Update - Vijay Jagar

Trustee Remarks

Future Discussion Items

Establishment of Next Meeting Date

TBD



MEMORANDUM TO THE AUDIT COMMITTEE

DATE: October 17, 2024

TO: Members of the Audit Committee

FROM: Harsh Jadhav, Chief of Internal Audit

SUBJECT: Review of the Employer Audit Policy

Executive Summary

At this meeting, the Audit Committee will review the Employer Audit Policy, as authorized by Government Code Sections 31542.5, 31543, 31595, 7522.70-7522.74, and Cal. Const., art. XVI, § 17. These sections empower the Board of Retirement ("Board") to audit the records of participating employers. Staff recommends several revisions to improve the clarity and purpose of the policy, as outlined below:

1. **Policy Renaming:** We recommend renaming the document from "Employer Audit Policy" to "Participating Employer Audit Policy" for better alignment with its purpose.
2. **Inclusion of Government Code References:** Additional Government Code sections have been incorporated to ensure full compliance with statutory requirements.
3. **Enhanced Readability:** Language throughout the policy has been revised to improve overall clarity.

It is also important to note that the policy should have been reviewed biennially but was inadvertently excluded from the review cycle. We recommend regularly reviewing the policy as part of the Audit Committee's oversight using a three-year cycle, consistent with most other ACERA policies. The policy has not been reviewed since its adoption on October 16, 2014.

Background

The policy outlines that the ACERA Internal Audit Department must obtain authorization from the Board before initiating any audit of a participating employer. Internal Audit staff will continue seeking this authorization, which will be reviewed and approved by the Audit Committee and the Board. Upon approval, the participating employer will receive written notification of ACERA's intent to conduct an audit.

Additionally, the policy stipulates that completed ACERA audits will be presented to the Board as informational items during regularly scheduled meetings. Both ACERA staff and the participating employer will have the opportunity to address the Board regarding the audit findings. The audit report and its findings will continue to be included in the public packets for the Audit Committee and Board meetings, making them accessible in paper and electronic formats for public inspection.

Recommendation

Staff recommends that the Audit Committee recommend to the Board of Retirement a motion to approve the revisions, as recommended by staff, to the Employer Audit Policy.

Attachments:

1. Employer Audit Policy (Revised)
2. Employer Audit Policy (Redlined with recommended changes)



Participating Employer Audit Policy

I. Purpose

This policy provides guidelines for conducting participating employer audits. Participating employer audits shall be authorized and approved by the Board, prior to initiation by ACERA staff. Pursuant to Gov't Code §§ 31542.5, 31543, 31595 and 7522.70-7522.74, and Cal. Const., art. XVI, § 17, the Board may audit a participating employer regarding any matter that relates to the administration of ACERA, including but not limited to:

1. The correctness of participating employer and employee contributions;
2. Proper enrollment of employees as members of ACERA;
3. Post-retirement employment;
4. Reporting of felony convictions that result in forfeiture of benefits;
5. Reported compensation;
6. Reinstatement into the system;
7. Compliance with compensation limits; and
8. Correctness of retirement benefits.

II. Objectives

The objectives of this policy are as follows:

- A. Establish the responsibility of the Board and staff to audit ACERA's participating employers for compliance with all applicable laws and to ensure appropriate oversight throughout the audit process.
- B. Provide an overview of the communication, remediation, dispute resolution, and reporting guidelines to ensure transparency and due process for all stakeholders involved in the audit process.

III. Assumptions

- A. The Board, as a fiduciary, must protect the integrity of the system, which includes the dissemination of accurate, appropriate, and non-confidential information to the public.
- B. The participating employers will fully comply and provide the required information to complete the audits.
- C. Audits will be conducted using the ACERA policies, laws, and regulations in effect at the time of the audit. If the policies, laws, or regulations change during the course of the audit, the audit procedures will be updated to reflect the most recent version of the law.
- D. ACERA has a fiduciary obligation to prudently implement reasonable measures to ensure the collection of contributions and payment of benefits in correct amounts.

IV. Policy Guidelines

- A. All audit requests will be presented to the Board after review by the Audit Committee.
- B. The participating employer shall be given written notice of ACERA's intent to audit. After which, staff will either engage an independent third party to conduct the audit, co-source the audit or initiate the audit using only staff.
- C. The Internal Audit Department may request relevant information in the possession or control of the participating employer.
- D. Staff shall provide the Board with periodic status updates on the progress of the audits at Audit Committee meetings. The final report will contain findings and recommendations.
- E. After completion of the audit, the participating employer will receive a formal audit report detailing conclusions, findings, and recommendations and will have the opportunity to respond to conclusions, findings, and recommendations in writing.
- F. Documentation regarding the nature of any disagreements and supporting the participating employer's position must be provided to ACERA's Internal Audit Department at least 30 days before the scheduled presentation of the final audit report. If the employer is unable to provide the additional evidence at least 30 days prior to the presentation, an extension of up to 60 days extension will be granted upon written request and the presentation to the Audit Committee will be delayed.

- G. Final audit reports, findings, and recommendations will be presented to the Audit Committee Meeting as an information item and will include any information the employer provides relating to any disagreements with the final audit reports, findings and recommendations. If staff believes the Audit Committee should recommend to the Board to take additional action, staff will make the appropriate recommendation. The Audit Committee or the Board can establish whatever further procedures may be warranted under the circumstances to resolve any disagreements.
- H. The audit report will be available in the public packets which are presented to the Audit Committee and Board in a public meeting, and therefore are available for public inspection through paper and electronic media.
- I. Employers must remediate problems identified in the audit as soon as practicable or within a timeline established by the Board. The Board may assess a reasonable fee to cover the costs arising from an employer's failure to comply with applicable law. Gov't Code §§ 31454.7, 31542.5, 31580.1.

V. Policy Review

The Audit Committee shall review this policy at least every three (3) years to ensure that it remains relevant and appropriate.

VI. Policy History

- A. The Board adopted this policy on October 16, 2014.
- B. The Board revised this policy on October 17, 2024.



~~Employer Audit~~ ~~Policy~~ Participating Employer Audit ~~Policy~~

I. Purpose

~~The purpose of this policy is to provide general~~ guidelines for conducting participating employer audits. Participating Employer audits shall be authorized and approved by the Board, prior to initiation ~~of an audit~~ by ACERA staff. Pursuant to ~~Government Gov't~~ Code ~~§§ Sections~~ 31542.5, and 31543, 31595 and 7522.70-7522.74, and Cal. Const., art. XVI, § 17, ~~the Board of Retirement ("Board")~~ may audit ~~the a~~ participating employer regarding any matter that relates to the administration of ACERA, including but not limited to: ~~to determine any one or all of the following:~~

1. The correctness of participating employer and employee contributions;
2. Proper enrollment ~~of employees as members of in ACERA's Defined Benefit Plan ("Retirement Plan");~~
3. Post-retirement employment;
4. ~~Participating employer's failure to r~~Reporting of ~~certain~~ felony convictions ~~related to employment and crimes involving children~~ that result in forfeiture of benefits;
5. Reported compensation;
- ~~6. Forfeiture of retirement benefits;~~
- ~~7. Reinstatement into the system; and;~~
- ~~7. Legal e~~Compliance with compensation limits; ~~and;~~
8. Correctness of retirement benefits.

II. Objectives

The objectives of this policy are as follows:

- A. Establish the responsibility of the Board and staff to audit ACERA's participating employers for compliance with all applicable laws ~~the Public Employees' Pension Reform Act (PEPRA)~~, and to ensure appropriate oversight throughout the audit process.

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- B. Provide an overview of the communication, remediation, ~~appeals dispute resolution~~ and reporting guidelines to ensure transparency and due process for all stakeholders involved in the audit process.

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~~C. Promote open dialogue by establishing a formal appeals process.~~

III. Assumptions

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- A. The Board, as a fiduciary, must protect the integrity of the system, which includes the dissemination of accurate, appropriate, and non-confidential information to the public.
- B. The participating employers will fully comply and provide the required information to complete the audits.
- ~~C. Audits will be conducted using the ACERA policies, laws and regulations in effect at the time of the audit. If the policies, laws and/or regulations change during the course of the audit, the audit procedures will be updated to reflect the most recent version of the law.~~
- ~~C.D. ACERA has a fiduciary obligation to prudently implement reasonable measures to ensure collection of contributions and payment of benefits in correct amounts.~~

IV. Policy Guidelines

- A. All audit requests will be presented to the Board after ~~consideration review and authorization of~~by the Audit Committee.
- B. The participating employer shall be given written notice of ACERA's intent to audit. After which, staff will either ~~proceed to~~engage an independent third party to conduct the audit, co-source the audit, ~~and/or~~ initiate the audit using ~~only~~ staff.
- C. The Internal Audit Department may request ~~relevant~~ information in the possession ~~or~~ control, ~~or disposal~~ of the participating employer, ~~with respect to retirement benefits, reportable compensation, and enrollment in, or reinstatement to the retirement system.~~

- D. Staff shall provide the Board with ~~quarterly~~ periodic status updates on the progress of the audits at Audit Committee meetings. The final ~~audit~~ report will contain ~~the~~ findings and recommendations.
- E. After completion of the audit, the participating employer will receive a formal audit report detailing conclusions, findings, and ~~/or~~ recommendations and will ~~provided~~ have the opportunity to respond to ~~audit~~ conclusions, findings, and ~~/or~~ recommendations in a ~~written management statement writing and/or written appeal after the completion of the audit.~~
- F. Documentation regarding the nature of ~~the any~~ disagreements and supporting the participating employer's position ~~and any additional evidence, will must~~ be ~~returned~~ provided to ACERA's Internal Audit Department at least ~~45-30~~ days ~~prior to before~~ the scheduled presentation of the final audit report. If the ~~participating~~ employer is unable to provide the additional evidence at least ~~45-30~~ days prior to the presentation, an ~~automatic~~ extension of up to 60 days extension will be granted upon written request and the presentation to the Audit Committee will be delayed.
- G. Final audit reports, findings, and recommendations will be presented to the Audit Committee Meeting as an information item and will include any information the employer provides relating to any disagreements with the final audit reports, findings and recommendations. If staff believes the Audit Committee should recommend to the Board to take additional action, staff will make the appropriate recommendation. The Audit Committee or the Board can establish whatever further procedures may be warranted under the circumstances to resolve any disagreements.
- H. The audit report will be available in the public packets which are presented to the Audit Committee and Board in a public meeting, and therefore are available for public inspection through paper and electronic media.
- I. Employers must remediate problems identified in the audit as soon as practicable or within a timeline established by the Board. The Board may assess a reasonable fee to cover the any costs arising from an employer's failure to comply with applicable law. Gov't Code §§ 31454.7, 31542.5, 31580.1. If not specified otherwise in writing, the time afforded to the participating employer to remediate findings is one year from the date the audit is reported

~~to the Board. The Board may assess a reasonable fee to cover the cost of adjustments or corrections if the Board determines the participating employer is not reporting compensation correctly or violating other PEPPRA statutes (See Gov. Code §31542.5.)~~

V. Policy Review

The Audit Committee shall review this policy at least every ~~two~~three (~~23~~) years to ensure that it remains relevant and appropriate.

VI. Policy History

A. The Board adopted this policy on October 16, 2014.

A.B. The Board revised this policy on ~~February 15~~ October 17, 2024.



MEMORANDUM TO THE AUDIT COMMITTEE

DATE: October 17, 2024

TO: Members of the Audit Committee

FROM: Harsh Jadhav, Chief of Internal Audit

SUBJECT: Progress Update on the 2024 Internal Audit Program

Executive Summary

The Audit Committee meeting in October 2024 will feature the progress of the 2024 Internal Audit Program. We are also presenting revisions to the Employer Audit Policy for the committee's review and possible approval. The Employer Audit Policy was developed to allow ACERA to audit the participating employers for compliance with PEPRA and other regulatory requirements.

The Internal Audit Department is still on track to perform three internal audits and two special projects and provide staff with fraud training. We postponed the Investment Bank Reporting Audit to next year to allow State Street and staff to complete the reconciliation activities necessary to audit the process. Instead, we moved forward with a new audit to review Monthly Direct Deposit Benefits, which falls within the System-Wide Benefit Overpayment Audits series.

2024 Audit Schedule

Internal Audit Plan (2024)	Service Line	Assigned	Status	Q1	Q2	Q3	Q4
System-Wide Benefit Overpayment Audit			Started				
<i>Monthly Direct Deposit Benefit Payment Audit</i>	Internal Audit	Caxton					
Investment Bank Reporting Audit	Internal Audit	Caxton	Delayed				
Workforce Resilience (Critical Functions) Audit	Internal Audit	Marlon, Dana, Lyndon	In Progress				
Third-Party Service Provider Audit	Internal Audit	Lyndon, Harsh	Started				
Pension Administration System Internal Controls Project	Special Project	Caxton, Dana, Lyndon	In Progress				
Cybersecurity and Data Security Self-Assessment	Special Project	Vijay/Harsh	Continuous				
2024 Annual Risk Assessment	Administration	Harsh	Completed				
2025 Annual Risk Assessment	Administration	Harsh	Not Started				
Fraud Hotline Management	Administration	Lyndon	Continuous				
Fraud Training	Administration	Lyndon/Caxton	Started				

The Workforce Resilience (Critical Functions) Audit was restarted, but we are deliberately moving slowly to allow staff to focus on supporting the Pension Gold (V3) implementation. The annual employee fraud training is scheduled for October 2024. The fraud training promotes fraud prevention best practices and communicates new threats and trends for staff to be aware of.

The Audit Committee presentation will feature Marlon Montenegro, System Analyst, who will provide a status update on the Business Impact Analysis (BIA), which is an input into the Workforce Resilience Audit. In addition, Dana D'Arienzo, Pension Administration System (PAS) Project Manager, will present the project controls and risk assessment process for three new ACERA initiatives and how those are reflected in the Workforce Resilience Audit.

Finally, Vijay Jagar, Chief Technology Officer, will update the committee on new artificial intelligence and cybersecurity trends to be aware of.

2024 Audit Program

Internal Audits

System-Wide Benefit Overpayment Audit - Monthly Direct Deposit Benefit Payment Audit

According to the Member Authentication Survey performed jointly by ACERA and CALAPRS, some retirement systems experienced fraud in their direct deposit transactions. We will perform an audit to analyze ACERA benefit payroll data to uncover any suspicious fraudulent banking transactions.

Investment Bank Reporting Audit

This audit aims to strengthen internal controls to ensure investments are properly recorded with the investment bank as our book of record. We will examine the current business process to understand better how investment values are determined and subsequently recorded on the financial statements. The focus of the audit will be on operational efficiency.

Workforce Resilience Audit

The purpose of this review is to determine if ACERA has trained staff, backup personnel, and documented procedures for their critical processes. As the pandemic continues, part of prudent business continuity planning requires organizations to ensure essential staff are identified, critical processes are fully documented and updated regularly, and backup personnel have been trained and assessed periodically.

Third-Party Service Provider Audit

This audit determines if the critical third-party service providers that manage ACERA's confidential and sensitive information (i.e., member data) have internal controls to prevent breaches, processes to manage adverse events, and adequate incident response procedures.

Special Projects

Pension Administration System Internal Controls Project

The objective of this special project will be for the Internal Audit Department to support the business with technical guidance on risk and internal controls as the leadership plans to roll out Pension Gold (Version 3) to the organization.

Cybersecurity and Data Security Self-Assessment Project

This special project's objective is to work with the PRISM Department to determine whether adequate firewalls, access controls, employee training, and processes for incident response, business recovery, and threat analysis are in place to ensure the protection and security of sensitive organizational and member data.

Summary

We are focused on meeting the 2024 Audit Program objectives. I want to acknowledge my staff for their strong effort and dedication to delivering quality work. Their work is instrumental in maintaining our organization's integrity and trust.

Internal Audit Department 2024 Internal Audit Plan

October 17, 2024

Agenda



**Progress on Internal Audit
Plan**



**Business Impact Analysis (BIA)
Update**



**Pension Gold (V3)
Implementation Controls**



Cybersecurity Update

2024 Internal Audit Plan

Internal Audit Plan (2024)	Service Line	Assigned	Status	Q1	Q2	Q3	Q4
System-Wide Benefit Overpayment Audit <i>Monthly Direct Deposit Benefit Payment Audit</i>	Internal Audit	Caxton	Started				
Investment Bank Reporting Audit	Internal Audit	Caxton	Delayed				
Workforce Resilience (Critical Functions) Audit	Internal Audit	Marlon, Dana, Lyndon	In Progress				
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Pension Administration System Internal Controls Project	Special Project	Caxton, Dana, Lyndon	In Progress				
Cybersecurity and Data Security Self-Assessment	Special Project	Vijay/Harsh	Continuous				
2024 Annual Risk Assessment	Administration	Harsh	Completed				
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Fraud Hotline Management	Administration	Lyndon	Continuous				
Fraud Training	Administration	Lyndon/Caxton	Started				

Critical Functions Audit

Business Impact Analysis (BIA) Update

Business Impact Analysis (BIA)

- Process of determining the criticality of business activities and associated resource requirements to ensure resilience after a disruption.

- Timeline:

- | | |
|-----------------------|---------------------|
| • BIA Surveys Issued | October 9, 2024 |
| • BIA Return Due Date | October 31, 2024 |
| • Review & Analysis | November 1-22, 2024 |
| • Report | November 29, 2024 |

Pension Gold V3 Controls

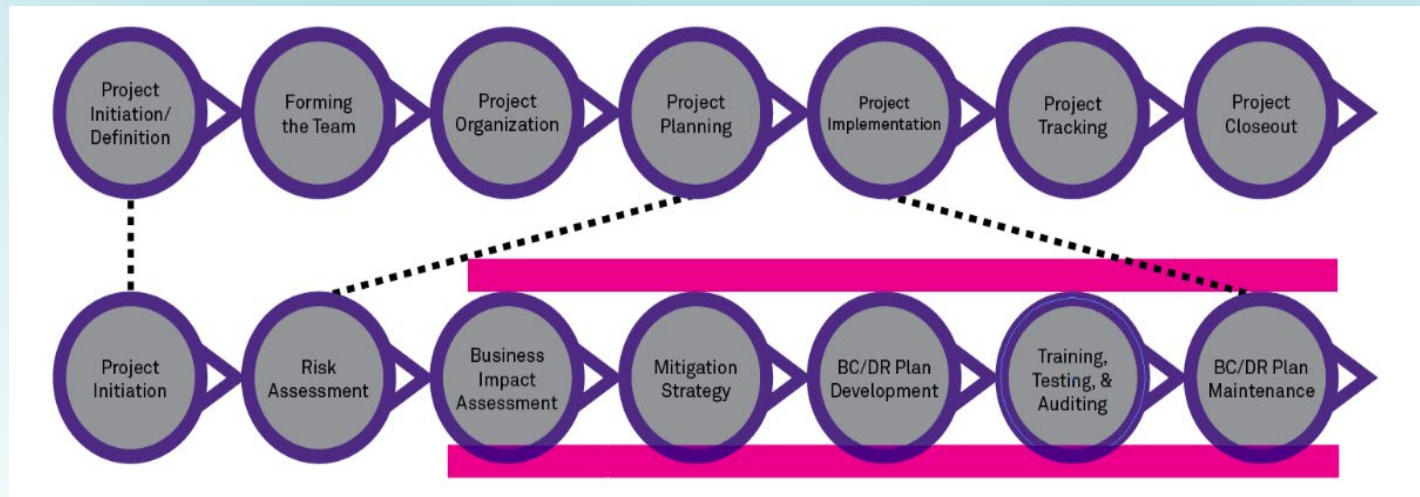
Go-Live Readiness and Post Go-Live High Level Plan

Continuity Planning Pension Gold V3

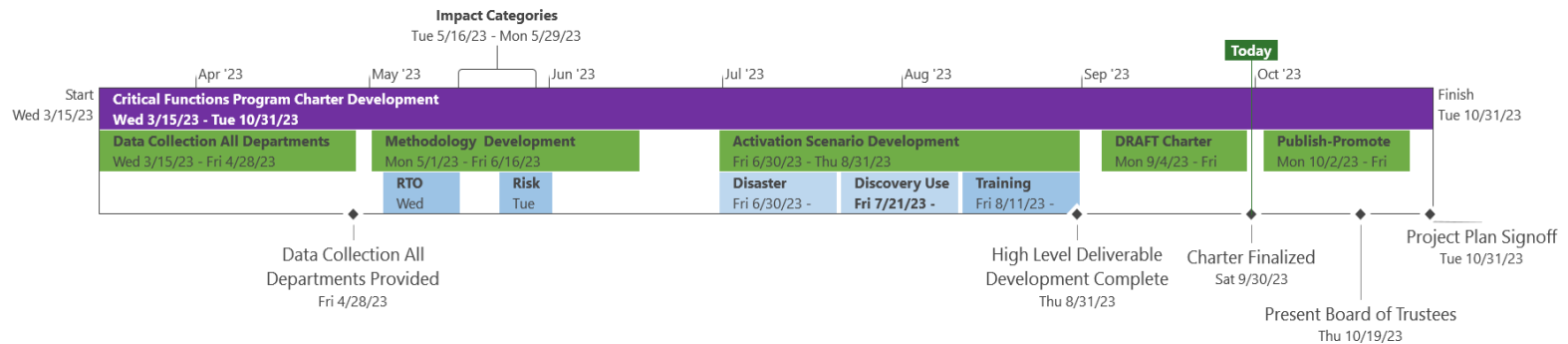
Inputs

- Critical Functions Data Collection
- Mission Critical Processes PGV3 Supported
- Control Frameworks and Standards
- Prioritized Control Objectives
- Control Implementation

Business Continuity- Disaster Recovery Project Lifecycle



Critical Functions Program Initiation



Critical Functions Program Deliverables

Managing Risk – Implementation of Major IS Systems (Operations)

- Provides a platform for risk analysis throughout all phases from procurement to implementation
- Identifies changes to support and resource needs for identified critical processes
- Provides context to the scope during Discovery, Design and Implementation
- Develops Comprehensive training documentation that ensures readiness prior to go-live

Advise on Risks to Operational Environment (Internal Audit)

- Conducts Annual Interdepartmental Security Awareness Training
- Risk Assessment Process Owners
- Provides BCP/DR plan update and verification
- Assesses Internal Controls
- Evaluate Effectiveness of Controls
 - (PAS Upgrade as our pilot)

Approach

IT System Implementations

COBIT Balanced Scorecard

ISACA [Employing COBIT 2019 IT Control and Business Objective Alignment](#)

What is COBIT?

Control Objectives for Information and Related Technology



COBIT 2019-

EG: Enterprise Objective Learning and Growth

AG: Alignment Objective(s)

EG13: Product and Business Innovation

AG03: Realized Benefits from IT enabled investments (V3 implementation costs)

AG13: Knowledge expertise and initiatives for business innovation

EG: Enterprise Objective – Internal

AG: Alignment Objective(s)

EG10: Staff skills Motivation and Productivity

AG12: Capable and motivated staff with mutual understanding of technology and business

COBIT 2019 FRAMEWORK			COBIT 2019 Core Objectives													Average COBIT2019 Core Gov & Mgmt Obj scores with Primary support to the Alignment goals	
			Portfolio of competitive products and services	Managed business risk	Compliance with external laws and regulations	Quality of Financial Information	Customer-oriented services	Business service continuity availability	Quality of Management Information	Optimisation of Internal business process functionality	Optimisation of business process costs	Staff skills, motivation and productivity	Compliance with internal policies	Managed digital transformation programs	Product and business innovation	COBIT2019 & Alignment Goals Scores	Status (%)
BSC Dimension Alignment Goals			Financial			Customer			Internal			Learning and Growth					
Financial	AG01	I&T compliance & support for business compliance with external laws and regulations		S	P								S			84.94	85%
	AG02	Managed I&T-Related Risk		P				S								83.37	83%
	AG03	Realized benefits from I&T-enabled investments and services portfolio	S				S			S	S			P		87.06	87%
	AG04	Quality of technology related financial information				P				P		P				85.21	85%
																85%	
Customer	AG05	Delivery of I&T services in line with business requirements	P				S	S		S				S		82.87	83%
	AG06	Agility to turn business requirements into operational solutions	P				S			S				S	S	85.23	85%
																84%	
Internal	AG07	Security of information, processing infrastructure and applications, and privacy		P					P							83.02	83%
	AG08	Enablement and support of business processes by integrating applications and technology	P				P	S		S		S		P	S	83.34	83%
	AG09	Delivering programs on time, on budget and meeting requirements and quality standards	P				S	P		S	P			P	S	85.91	86%
	AG10	Quality of I&T management information				P				P		S				82.59	83%
	AG11	I&T compliance with internal policies		S	P									P		85.15	85%
																84%	
Learning and Growth	AG12	Competent and motivated staff with mutual understanding of technology and business					S			S			P			85.59	86%
	AG13	Knowledge, expertise and initiatives for business innovation	P		S					P	P			S	P	85.27	85%
	Enterprise Goals mapped with Primary support to the Alignment goals		84.53	83.19	85.04	83.90	83.34	84.46	83.90	85.27	85.46	85.59	85.15	85.44	85.27		85%

Balanced Scorecard Simplified

Perspective	Strategy			
	Objectives	Measures	Targets	Initiatives
Financial	Click to Add Text	Click to Add Text		Projects
Customer	Click to Add Text			Projects
Internal Business Processes				Projects
Learning & Growth				Projects

Adapted from the Balanced Scorecard by Robert S. Kaplan and Dave P. Norton. Harvard Business School Press. 1996.

Prioritized Objectives

Business Objectives

- Optimize Usage of Applications, Information and Technology
- Availability of Documentation for Decision Making
- Manage Security
- Ensure Resource Optimization

COBIT Control Objectives

- (BAI-07) Manage Change Acceptance and Transitioning
- (BAI-04) Management of Availability and Capacity
- (AG12) Manage IT Related Business Risk
- (AG12) Capable and Motivated Personnel

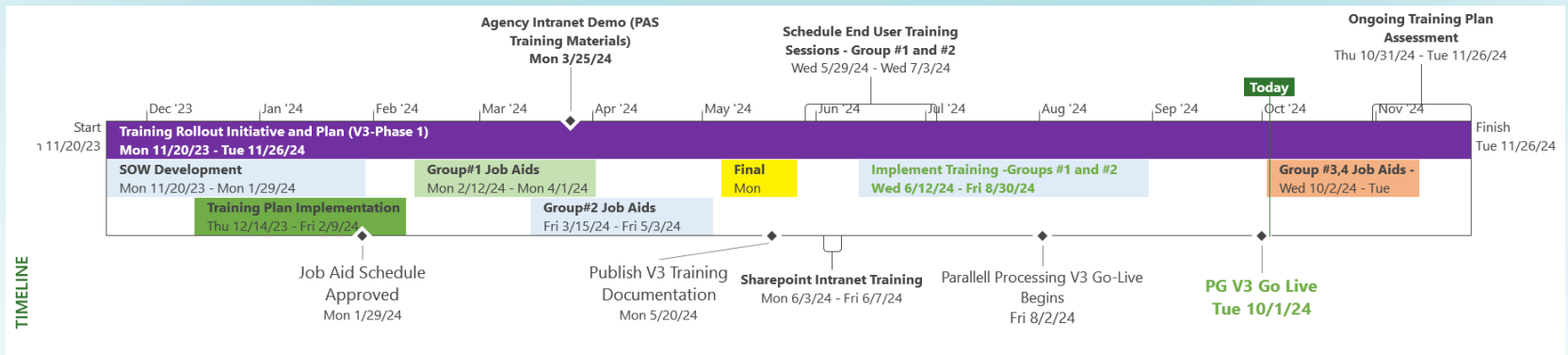
Project Controls

V3 Training Project

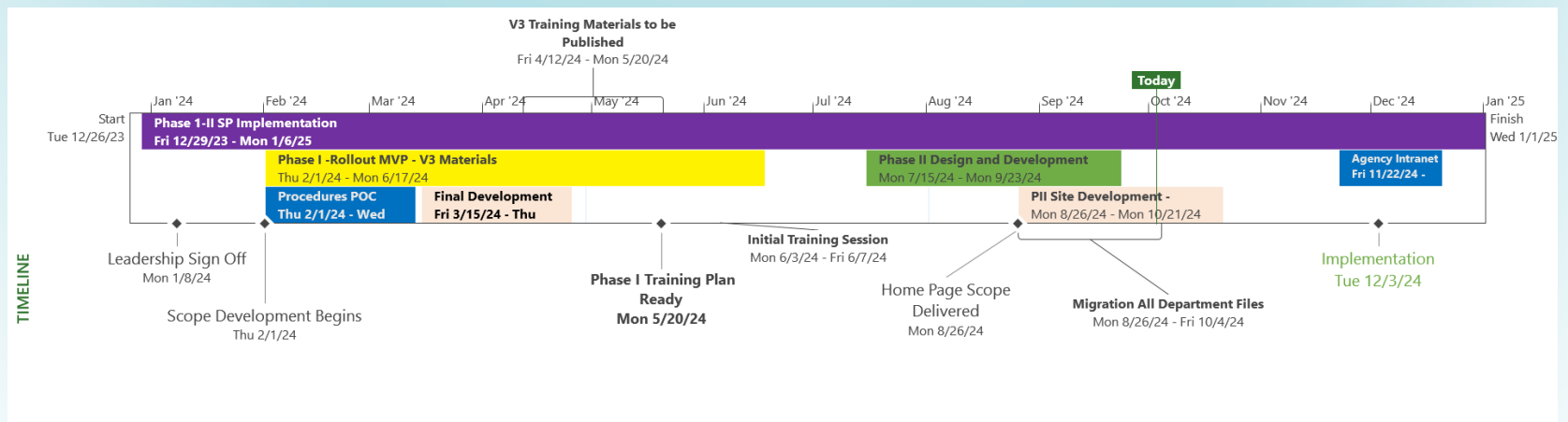
Agency Intranet Project

SOP Documentation Project

PGV3 Documentation and Training Project



Agency Intranet (ACERA Connect) Project



What's Next- Post Implementation

- Perform risk assessment
 - Determine gaps and opportunities to optimize use of V3
 - Access control changes
 - Retraining and cross-training on new functionality
 - Integration of New and Existing technology to enhance business process performance

References

ISACA[®], *COBIT[®] 2019 Framework: Governance and Management Objectives*, USA 2018

ISACA, *COBIT[®] 2019 Framework: Introduction and Methodology*, USA, 2018

CMMI[®] Institute, *CMMI[®] V2.0*, USA, 2020

Kaplan, Robert S., Norton, David P., *The Balanced Scorecard* by Robert S. Kaplan. Harvard Business School Press, 1996

The Institute of Internal Auditors, *OnRisk 2021: A Guide to Understanding, Aligning and Optimizing Risk*, USA, 2021, <https://dl.theiia.org/Documents/OnRisk-2021-Report.pdf>

Cybersecurity Update

October 17, 2024
Vijay Jagar



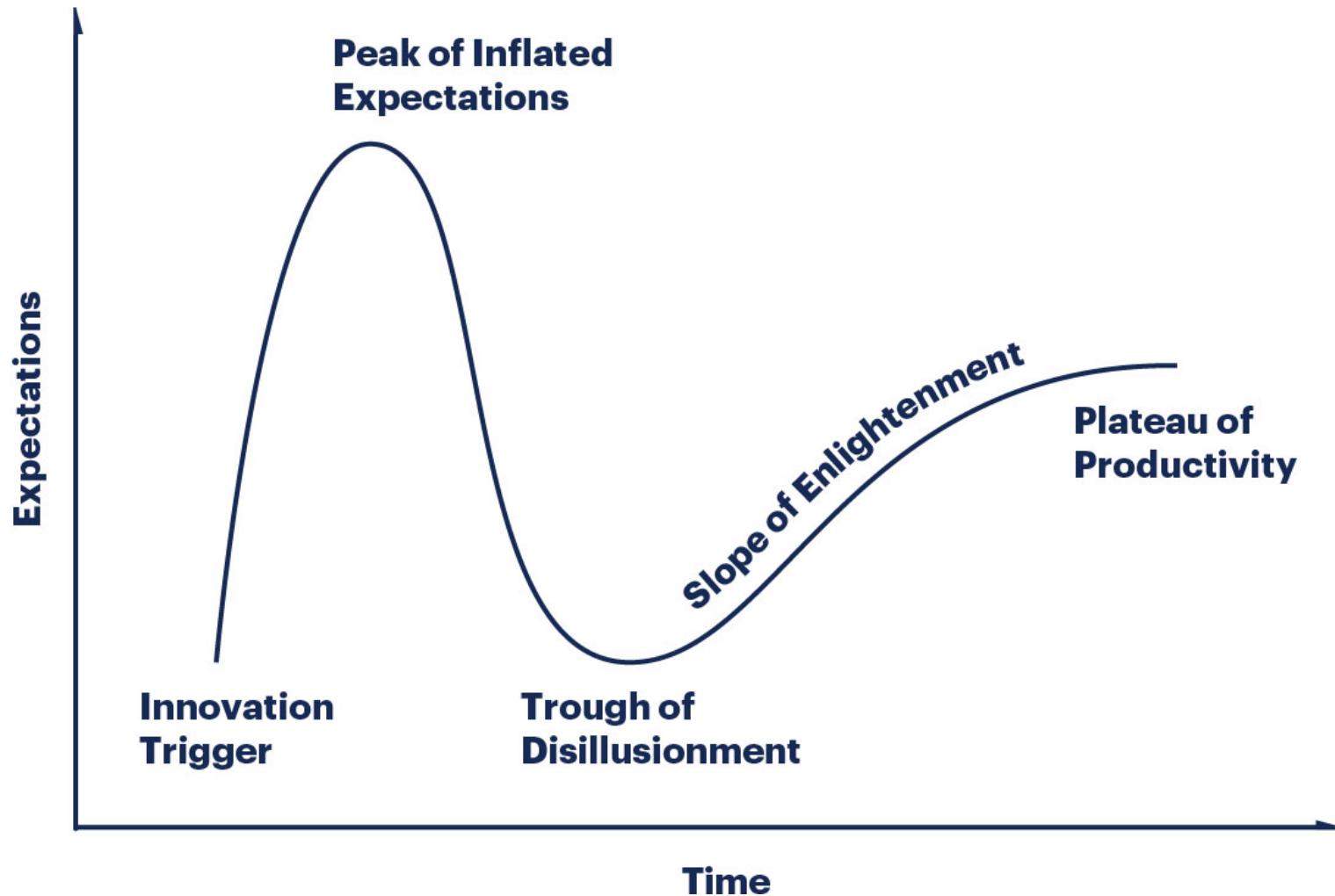
Cybersecurity - Approaches

- Cybersecurity Frameworks vs Data Driven Approaches
- In Practice: Pension Gold and OnBase





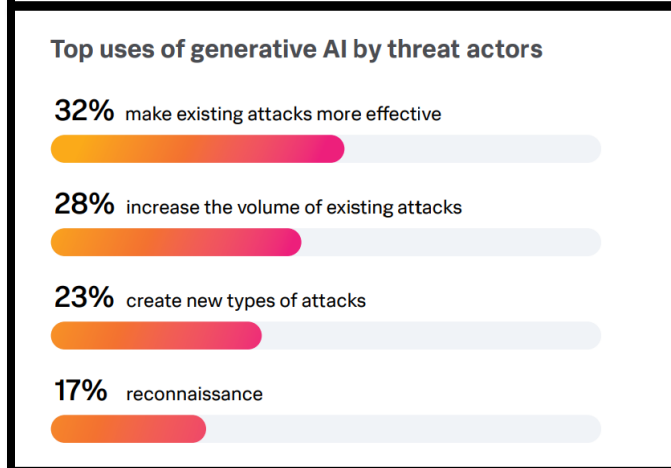
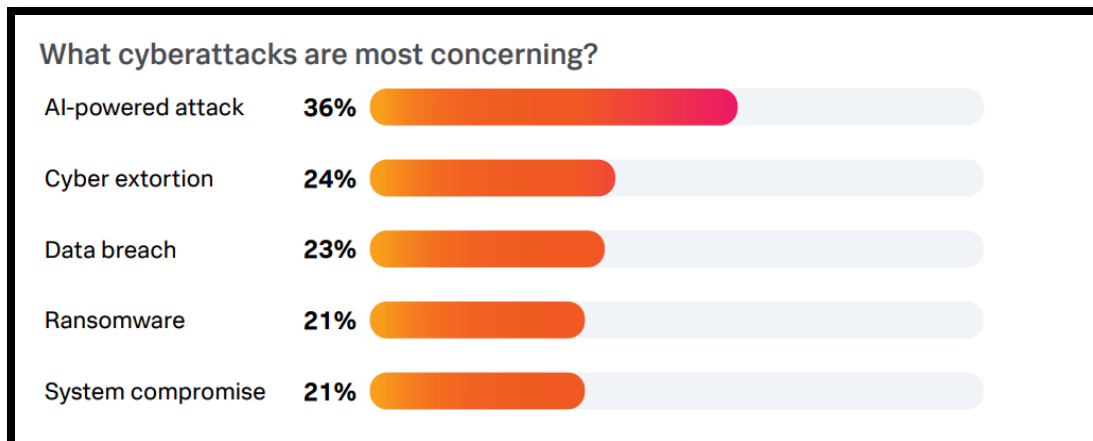
Gartner Hype Cycle





Cybersecurity - AI

- SB 1047
- AI and the Dark Web



Questions