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## Main points

In this chapter, we report the results of our audit of the Saskatchewan Indian Gaming Authority Inc. (SIGA) for the year ended March 31, 2006 and our follow-up on SIGA's processes to build human resource capacity. We report that SIGA continues to make progress to safeguard public resources.

By the year-end, SIGA had fully implemented 70% of our past recommendations, partially implemented 27% of those recommendations, and continued to work on the one remaining recommendation.

SIGA also continues to work on building its human resource capacity. It needs to improve its human resource plan by projecting its future human resource needs and determining gaps between resources needed and access to these resources. Management also needs to provide the Board information on the effectiveness of its training activities.

In this chapter, we also describe our plan to examine SIGA's project management processes for the Dakota Dunes Casino project.

## Introduction

The Saskatchewan Indian Gaming Authority Inc. (SIGA) is a non-profit corporation established under *The Non-Profit Corporations Act, 1995*. The members of SIGA are the Federation of Saskatchewan Indian Nations (FSIN), the Tribal Councils of Saskatchewan, and independent First Nations. Saskatchewan Liquor and Gaming Authority (Liquor & Gaming) has licensed SIGA to operate four casinos. These casinos are known as Northern Lights, Gold Eagle, Painted Hand, and Bear Claw.

All casinos are located on First Nation reserves. Northern Lights Casino is located in Prince Albert, Gold Eagle Casino in North Battleford, Painted Hand Casino in Yorkton, and Bear Claw Casino on the White Bear First Nation. These casinos provide table games, slot machines, and other hospitality services (ancillary operations) to the public.

Liquor & Gaming has licensed SIGA to conduct and manage table games. Under the licences, SIGA is required to use the net profits from the operations of licensed table games for First Nations' charitable or religious purposes.

As required by section 207 of *The Criminal Code of Canada*, Liquor & Gaming owns the slot machines located in SIGA's casinos. The revenue from the slot machines belongs to Liquor & Gaming and is, therefore, public money.

Table 1 summarizes results of SIGA's casino operations. The casino operations include slot machines, table games, and ancillary (i.e., gift shops, restaurants, and lounges). The Table shows the net casino profits that SIGA made for Liquor & Gaming during the last five years.

**Table 1 – Net profits (in \$000) from SIGA operated casinos**

Segment	2006	2005	2004	2003	2002
Slot operations	\$ 43,653	\$ 36,641	\$ 35,843	\$ 32,146	\$ 26,855
Ancillary operations	(2,593)	(2,354)	(1,976)	(1,742)	(1,400)
Table operations	(902)	(332)	(687)	(1,036)	(620)
Net profit	\$ 40,158	\$ 33,955	\$ 33,180	\$ 29,368	\$ 24,835

Table 1 shows that since 2002 the net profits from slot operations increased by about \$17 million. The net profits from slot machines increased because during the last five years, Liquor & Gaming installed more slot machines in SIGA casinos. Slot machines in SIGA casinos increased from 620 in 2002 to 995 in 2006. The total slot machine revenue increased from \$68 million in 2002 to \$105 million in 2006. SIGA's slot machine expenses increased from \$41 million in 2002 to \$61 million in 2006.

## **Background**

In February 1995, the Government of Saskatchewan and the FSIN signed the 1995 Framework Agreement (Agreement). The Agreement permitted the development and operation of casinos in Saskatchewan within the parameters of *The Criminal Code of Canada*. The Agreement expired, and on June 11, 2002, the Government of Saskatchewan and the FSIN signed a new Framework Agreement (2002 Framework Agreement) effective from June 11, 2002 to June 11, 2027.

To implement the 1995 Framework Agreement, Liquor & Gaming and SIGA also signed the 1995 Casino Operating Agreement. The 1995 Casino Operating Agreement expired with the 1995 Framework Agreement. On June 11, 2002, Liquor & Gaming and SIGA signed a new Casino Operating Agreement (2002 Casino Operating Agreement<sup>1</sup>) effective from June 11, 2002 to June 11, 2027.

SIGA currently operates four casinos under the 2002 Casino Operating Agreement. Liquor & Gaming is responsible for the overall conduct and management of the slot machines in those casinos as required by *The Criminal Code of Canada*.

Liquor & Gaming expects SIGA to propose spending and casino operating policies for Liquor & Gaming's approval. Under the 2002 Casino Operating Agreement, SIGA is entitled to deduct the casinos' operating expenses, incurred in accordance with the operating policies and directives approved by Liquor & Gaming, from slot machine revenues. SIGA must deposit the remainder into a trust account for Liquor &

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<sup>1</sup> The 2002 Casino Operating Agreement is an agreement between Liquor & Gaming and SIGA setting out terms and conditions for operating SIGA casinos. The Agreement expires on June 11, 2027.

Gaming in accordance with the process specified in the 2002 Casino Operating Agreement.

When Liquor & Gaming determines that any expenses that SIGA has incurred are not reasonable (i.e., expenses that did not follow the approved policies and directives), it may recover such expenses from future amounts due to the First Nations Trust Fund<sup>2</sup> because SIGA has no money of its own. SIGA has no money of its own because revenues from the slot machines belong to Liquor & Gaming and SIGA must use any net income from the licensed table games for charitable or religious purposes. As a result, First Nations people bear the cost when SIGA incurs unreasonable expenses because SIGA belongs to them.

We audit SIGA for the Legislative Assembly because SIGA handles public money for Liquor & Gaming. In addition, SIGA's members have appointed the Provincial Auditor as SIGA's auditor.

## **Our audit conclusions and findings**

**In our opinion, for the year ended March 31, 2006:**

- ◆ **SIGA had adequate rules and procedures to safeguard public resources except for the matters described in this chapter**
- ◆ **SIGA complied with authorities governing its activities relating to financial reporting, safeguarding public resources, revenue raising, spending, borrowing, and investing except for the matters described in this chapter**
- ◆ **SIGA's financial statements are reliable**

In this chapter, we also include the results of our follow-up on SIGA's progress towards addressing our recommendations relating to its processes to build human resource capacity.

In addition, we describe our plan to examine in depth SIGA's project management processes for the Dakota Dunes Casino project.

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<sup>2</sup> First Nation Trust Fund established under the 2002 Framework Agreement receives and distributes all gaming revenues for and on behalf of FSIN.

## **Controls to safeguard public resources**

In our past reports to the Legislative Assembly of Saskatchewan (Legislative Assembly), we made several recommendations to strengthen SIGA's processes to safeguard public resources. SIGA accepted our recommendations. SIGA has made progress towards implementing our recommendations. SIGA has improved its practices considerably over the last few years.

By March 31, 2006, SIGA had addressed most of our recommendations. It had fully implemented 70% of our past recommendations, partially implemented 27% of those recommendations, and it continues to work on one remaining past recommendation. We summarize the status of our past recommendations in Exhibit 1 at the end of this chapter.

Well-performing agencies do three things to help ensure they have effective controls to safeguard public resources. First, they ensure management provides adequate guidance to their employees. Second, they require management to establish processes to ensure employees follow the guidance provided in carrying out their tasks. Third, they monitor how well they are progressing towards achieving their established goals.

During the year, SIGA continued to make progress, but some work remains. We describe briefly what SIGA must do to provide effective guidance to its employees, ensure its employees follow the guidance provided, and monitor how well it is progressing towards achieving the established goals and objectives.

### **Effective guidance to employees**

In our 2005 Report – Volume 3 to the Legislative Assembly and our past reports, we said SIGA needed to document and communicate all policies to its employees. Documented policies provide employees ready guidance to understand and follow the policies. SIGA still has not fully documented and communicated policies in some significant areas.

SIGA needs to establish and document policies in two very important areas of its operations and communicate those policies to its employees. We describe those areas below.

### ***Marketing and promotion***

In 2006, SIGA spent approximately \$7.3 million (2005-\$7 million) for marketing and promotion. Marketing and promotion includes advertising, complimentary goods/services, promotional merchandise, entertainment, and public relations.

Since 1999, we have recommended that SIGA needs to establish policies for marketing and promotion. SIGA has not yet fully done so. SIGA has not established and Liquor & Gaming has not approved policies to control spending on public relations events such as cultural events. Such policies should set out what supporting documents employees must provide for seeking approval for such events, who has the authority to approve such events, who can attend such events, and why.

Every year, SIGA establishes and Liquor & Gaming approves a budget for marketing and promotion. Because SIGA has not yet established and Liquor & Gaming has not approved some policies for spending on public relations events, employees do not know what they must achieve with the resources provided. As a result, there is a risk that they may use those resources inappropriately or may not use them at all.

We also reported this matter in our 2005 Report – Volume 3 to the Legislative Assembly and prior reports. The Standing Committee on Public Accounts (PAC) considered this matter in May 2003 and agreed with our recommendation.

We continue to recommend that SIGA establish complete policies for marketing and promotion.

In September 2006, management told us that public relations is now part of Corporate Affairs rather than Marketing. Management also told us that it has some procedures to ensure appropriate approval and monitoring of public relations events and a formal policy over these events is currently being developed.

### ***Information technology (IT)***

In our 2005 Report – Volume 3 to the Legislative Assembly, we made the following recommendations:

- ♦ management should review and the Board approve an information technology strategic plan
- ♦ SIGA's Board should approve the information technology policies and procedures

SIGA staff have prepared a draft IT strategic plan. However, senior management and the Board have not yet reviewed the draft plan. Accordingly, senior management and the Board do not know if the draft IT strategic plan has addressed all the risks and threats.

SIGA has not yet established adequate IT security policies and procedures to ensure the confidentiality, integrity, and availability of its information systems and data. Without adequate IT security policies, employees may not know the rules to protect SIGA's systems and data. Also, management may not know if it has addressed all the threats and risks to SIGA's security.

In 2004, SIGA's IT staff prepared a draft IT manual that includes IT security policies and procedures. However, not all employees use the draft manual because senior management has not approved and provided the manual to all staff. Nor has Liquor & Gaming approved the draft manual.

SIGA faces a challenge to complete these tasks because its senior manager responsible for IT left SIGA in January 2005. At the time of our audit, this position was still vacant.

We continue to recommend that management review and the Board approve an IT strategic plan. We also continue to recommend that management review and approve IT policies and procedures.

## **Ensuring compliance with established policies**

In our 2005 Report – Volume 3 to the Legislative Assembly and our prior reports, we said SIGA must train its employees so that they follow the established policies to do their tasks. We recommended that SIGA should establish policies and procedures to ensure its books and records reflect its business operations and there is support for all transactions.



PAC considered this matter in May 2003 and agreed with our recommendation.

Although SIGA has made progress during the year, it needs to do more. We describe below the significant areas where employees did not comply with approved policies.

### ***Travel and business expenses***

SIGA has established a travel and business expense policy that Liquor & Gaming has approved. The policy sets out authorized rates for meals, transportation, and hotels. Employees did not always comply with the approved travel and business expense policy. We found about 6% of the transactions did not comply with the approved policy.

For example, SIGA's travel policy requires employees to stay in standard rooms at non-luxury hotels at corporate rates unless there is evidence that standard accommodation was not available or a non-standard room was necessary. However, employees stayed in suites and/or non-standard rooms without evidence that standard accommodation was not available. Also, policies require prior approval of out-of-province travel and appropriate support for meal expenses in excess of approved rates. However, claims did not always have evidence of prior approval and appropriate support, but managers approved those claims for payment. Approval of transactions that do not comply with policies sends the message to employees that non-compliance with policies is acceptable.

### ***Marketing and promotion***

In 2006, SIGA spent approximately \$7.3 million (2005-\$7 million) for marketing and promotion.

SIGA has established various marketing and promotion policies that Liquor & Gaming has approved. However, employees did not always comply with the marketing and promotion policies. We found about 50% of the marketing and promotion transactions did not comply with the approved policies.

We describe below the significant areas where staff did not always comply with approved policies.

- ◆ SIGA's policies require management to prepare an annual marketing plan for the Board's approval by September 30 of the prior year. SIGA's management did not provide the 2005-2006 marketing plan to the Board until July 2005, some nine months later than what the approved policy required.
- ◆ The approved policies require SIGA to maintain adequate records of who received promotional items and why. Adequate records should clearly show the promotional items purchased, who received the items and why, and how many items remain in inventory. SIGA did not always comply with these policies. For example, SIGA made payments totalling nearly \$46,000 to buy promotional items such as T-shirts, golf shirts, fleece jackets, and aprons. SIGA's records did not show how many items SIGA gave away, how many items remain, who holds those items and where.
- ◆ SIGA's promotion policy requires each casino to report regularly on its promotional activities. Casinos must prepare promotional proposals, including a cost-benefit analysis, and submit these proposals to central office for approval. Casinos must also prepare and submit an evaluation report upon completion of the proposed event. Casinos did not always prepare and submit required reports to central office. We found about 48% of the promotions did not comply with the approved policies.
- ◆ SIGA's bus tour policy requires casino general managers to pre-approve bus tour proposals. The policy also sets out the maximum value of coupons employees can give to bus tour patrons. Casinos did not always have proposals properly approved. In some instances, coupons given to tour bus patrons exceeded the maximum allowed under the policy. We found about 33% of the bus tour transactions did not comply with the approved policies.

### ***Accounting***

SIGA has established policies to control its bank accounts. However, staff did not comply with these policies. For example:

- ◆ Employees did not always agree all recorded bank balances each month to the bank's records (bank reconciliation) or did so late.

The established policy requires employees to prepare bank reconciliations for all bank accounts each month.

- ◆ SIGA's approved policy requires employees to explain cash overages/shortages exceeding \$5. Employees, however, did not always fully explain the cash overages/shortages.

Hospitality organizations including casinos often encounter differences between the cash on hand recorded in their accounting records and the actual cash on hand. Such differences (commonly known as cash overages/shortages) are normally unintentional human errors and/or machine errors. To ensure overages/shortages are not intentional, such organizations establish processes to ensure employees properly monitor, follow up, and resolve all overages/shortages.

We continue to recommend SIGA establish rules and procedures to ensure that employees comply with established policies.

We continue to recommend SIGA establish policies and procedures to ensure its books and records reflect its business operations and there is support for all transactions.

## **Monitoring performance**

Boards of Directors of well-managed agencies review and approve their agency's mission, vision, and strategies periodically and when major changes occur. SIGA's Board has approved SIGA's mission, vision, and strategies (strategic plan) and has determined goals and objectives for SIGA. Liquor & Gaming has also approved SIGA's strategic plan. Consistent with its strategic plan, SIGA also prepared and Liquor & Gaming approved SIGA's 2005-2006 business plan, marketing plan, and human resource plan. We commend SIGA for doing so.

### ***Strategic and business plan***

The Board monitors SIGA's performance towards achieving its established goals through the reports it receives from management and the internal auditor. The Board receives separate financial, operational,

and human resource reports. The reports the Board receives are adequate.

However, the Board needs to receive a comprehensive report to show progress towards the detailed performance measures/targets as identified in the strategic and business plans.

We continue to recommend that SIGA's Board should define its performance reporting needs and communicate those needs to management for regular reporting.

We also reported this matter in our 2005 Report – Volume 3 to the Legislative Assembly and our prior reports. PAC considered this matter in May 2003 and agreed with our recommendation.

Management told us that they have considered this area as part of their business planning for next year.

## **Building human resource capacity**

In our 2003 Report – Volume 3 to the Legislative Assembly, we examined SIGA's processes to build human resource capacity. We wanted to assess SIGA's human resource systems to build its human resource capacity.

We used the criteria listed in Table 2 to make our assessment. SIGA agreed that the criteria are reasonable and attainable.

**Table 2-Audit criteria**

To be adequate, SIGA's systems to build its human resource capacity should:

1. Align its human resource plan with the strategic plan and business and financial plan
2. Obtain a competent workforce (e.g., through recruitment, secondment, promotion, transfer)
3. Provide relevant learning opportunities
4. Retain a competent workforce

In 2003, we concluded that SIGA's human resource systems were not adequate to build human resource capacity.

We recommended that SIGA:

- ◆ complete and implement its human resource plan
- ◆ ensure its casinos consistently follow established human resource policies
- ◆ prepare and provide to the Board more information about how SIGA is managing its staff retention risks
- ◆ prepare and provide to the Board more information about the effectiveness of SIGA's training activities

PAC considered these matters in June 2004 and agreed with our recommendations.

Below, we describe the progress that SIGA made during the year ended March 31, 2006 in addressing our recommendations.

## **Complete and implement a human resource plan**

In 2005, the Board approved a five-year human resource plan. We assessed the approved human resource plan (including related documents).

SIGA's human resource plan clearly sets out SIGA's human resource priorities. These priorities tie directly to SIGA's overall strategic plan. The plan also describes the human resource risks SIGA faces along with strategies to manage these risks.

SIGA has developed annual human resource work plans that describe key actions required to achieve the human resource strategies identified in the five-year plan. These work plans set out who is responsible to implement the strategies, the resources needed to implement the strategies, and the timetable for implementing the strategies.

However, SIGA has not included a projection of its future human resource needs (i.e., number, type, level, and location of employees) in its human resource plan. As a result, SIGA has not yet fully determined the gaps between resources needed to carry out SIGA's strategic direction with access to these resources.

SIGA has developed an Executive Succession Plan for key members of its executive team. This plan contains demographic information on the current executive team members, expected turnover, and required competencies for these positions. SIGA has not yet completed succession planning for other employees.

We continue to recommend SIGA complete and implement its human resource plan.

### **Ensure compliance with established human resource policies**

SIGA uses its annual human resource work plans to assess requests to create new positions or to fill existing positions. SIGA has also implemented numerous human resource policies in the past two years. Included in these policies is guidance for staff to follow when filling positions. Employees followed established policies when filling positions. Accordingly, SIGA has fully addressed our recommendation to ensure compliance with established human resource policies.

### **Managing staff retention risks**

As we said earlier, SIGA's Board has approved a five-year human resource plan including the risks involved in retaining a competent workforce and strategies to manage the risks. SIGA has also developed an Executive Succession Plan for key members of SIGA's executive team.

Management provides the Board with a monthly summary of human resource activities by each of the five human resource program areas. The report provides updates on some of the key items identified in the human resource plan. The reports include information on the total number of employees at each location, the number of First Nations, Métis and other employees, new hires, and staff turnover. The reports also compare the current and previous quarter's information.

Management has begun work on preparing a comprehensive report comparing actual results with the planned results as set out in the annual human resource work plans.

## **Effectiveness of training activities**

In 2005-2006, SIGA conducted an overall assessment of training needs. Because of this assessment, SIGA developed an overall learning strategy. SIGA's learning strategy includes the training required by each staff level as well as specialized training employees require for working in certain areas. The strategy describes the objective of the course and the expected outcome. SIGA used this strategy to develop its annual training plan. SIGA's annual training plan includes a list of each course offered, the method of course delivery (i.e., internal versus external), level of employee participation, expected costs, and timing of the course.

Management provides monthly reports to the Board on human resource activities including staff training. However, these reports do not include information on the actual costs of the training. Nor did we find evidence of management reporting to the Board about the effectiveness of learning activities.

We continue to recommend management prepare and provide to the Board more information on the effectiveness of SIGA's training activities.

## **Project management processes**

We plan to audit SIGA's project management processes for the Dakota Dunes Casino Project. The specific objective of our planned audit is to assess SIGA's project management processes for the Dakota Dunes Casino Project for the period from April 1, 2005 to August 31, 2007.

We describe below the background and significance of this audit and the criteria we plan to use to assess SIGA's processes. We plan to report the results of our audit in a future report.

## **Background and significance**

In 2003, SIGA declared its intention to establish a casino in the Saskatoon area. SIGA determined that this casino would be located on the Whitecap Dakota First Nation near Saskatoon. In July 2004, the Government approved SIGA's plan to establish the Dakota Dunes Casino.

At the end of 2004, SIGA made an agreement with the Saskatoon Tribal Council (STC) for the construction and lease of a casino building on the Whitecap Dakota First Nation. The Agreement provides for STC to construct a building shell (i.e., base building before any interior finishing) and then lease the land and building to SIGA. SIGA is responsible to complete the leasehold improvements necessary to ensure the building is suitable for a casino operation.

Work on the Dakota Dunes Casino project site began in 2005. SIGA expects the building shell to be completed by the end of March 2007 and the interior finishing to be completed by the end of August 2007. SIGA expects the Dakota Dunes Casino to open in October 2007.

The Dakota Dunes Casino is a significant project for SIGA. The new casino will be approximately 80,000 square feet (approximately 7,430 square meters) and will have approximately 30 table games and 550 slot machines along with dining and entertainment facilities. The total budgeted cost for the project is just over \$61 million. SIGA expects the casino to result in additional net income of approximately \$18 million per year and create about 350 additional jobs for First Nations people and others. Many stakeholders have an interest in the project as SIGA's net profits are ultimately shared between the Government, the First Nations Trust Fund, and community development corporations.

Large construction projects are inherently risky. These risks fall into three broad categories:

**Economic risks** – e.g., cost overruns, access to financing

**Capacity risks** – e.g., availability of staff and contractors with needed capabilities, inadequate needs analysis

**Construction risks** – e.g. poor construction quality, changing project scope, safety, and environmental concerns

Sound project management processes can reduce these risks and increase the likelihood of a project's success.

Lessons learned from this audit could be useful for SIGA for its two other upcoming projects (a new casino in Swift Current and a replacement casino in Yorkton).



## Audit approach and criteria

We will follow *The Standards for Assurance Engagements* established by The Canadian Institute of Chartered Accountants in carrying out our audit.

To assess SIGA's processes to manage the Dakota Dunes Casino Project, we plan to use the criteria set out in Table 3.

**Table 3—Audit criteria**

To have adequate project management processes for the Dakota Dunes Casino Project, SIGA should:

- a) establish requirements for the project
- b) monitor the status of the project
- c) address concerns

SIGA accepts the criteria as reasonable standards for assessing its processes.

## Exhibit 1

### Status of the implementation of our past recommendations as at March 31, 2006.

Recommendations	Year First Reported	Date policy/info sent to Liquor & Gaming	Date policy/info approved by Liquor & Gaming	Implemented	Partially Implemented	Not Implemented
1. SIGA should establish a proper code of conduct and that code of conduct should be appropriate for managing public money.	2000 Fall Report – Volume 2	N/A	November 2000 Directive	✓		
2. SIGA should document and communicate to its senior management the goals and objectives of SIGA.	2000 Fall Report – Volume 2	2004 – 2007 Strategic Plan – March 2004	March 2004	✓		
3. SIGA's Board should establish an appropriate conflict-of-interest policy for Board members and management.	2000 Fall Report – Volume 2	N/A	November 2000 Directive	✓		
4. SIGA's Board should ensure all Board members and senior management comply with the established conflict-of-interest policy.	2000 Fall Report – Volume 2	N/A	November 2000 Directive	✓		
5. SIGA should prepare a complete business and financial plan for its operations.	2000 Fall Report – Volume 2	2004-05 business plan – March 2004	March 2004	✓		
6. SIGA's Board should define its management reporting needs and communicate those needs to management for regular reporting. - Financial reporting - Performance reporting	2000 Fall Report – Volume 2	N/A	N/A	✓	✓	
7. SIGA should establish an independent internal audit function that should report directly to the Board.	2000 Fall Report – Volume 2	N/A	November 2000 Directive	✓		
8. SIGA should report publicly through FSIN and Liquor & Gaming setting out SIGA's planned results and actual results.	2000 Fall Report – Volume 2	N/A	November 2000 Directive	✓		

<b>Recommendations</b>	<b>Year First Reported</b>	<b>Date policy/info sent to Liquor &amp; Gaming</b>	<b>Date policy/info approved by Liquor &amp; Gaming</b>	<b>Implemented</b>	<b>Partially Implemented</b>	<b>Not Implemented</b>
<b>9.</b> SIGA should make public through FSIN and Liquor & Gaming a list of persons (e.g., employees, suppliers) who have received money from SIGA and the amount each person received.	2000 Fall Report – Volume 2	N/A	November 2000 Directive	✓		
<b>10.</b> SIGA's Board should establish appropriate delegation of authority rules for management.	2000 Fall Report – Volume 2	N/A	November 2000 Directive	✓		
<b>11.</b> SIGA should establish written policies for management and staff pay, benefits, professional development, and performance evaluation.	2000 Fall Report – Volume 2	Senior Mgt. Wage Grid – May 2003, Cell phones and Vehicles – July 2003, various other policies – March 2004	December 2003 & March 2004	✓		
<b>12.</b> SIGA should establish an appropriate travel policy for Board members and executive management expenses including spousal travel, business expenses, and travel advances.	2000 Fall Report – Volume 2	N/A	November 2000 Directive		✓	
<b>13.</b> SIGA should establish adequate policies and procedures to ensure its books and records reflect its business operations and there is support for all transactions.	2000 Fall Report – Volume 2	September 2003 & January 2004	December 2003 & February 2004		✓	
<b>14.</b> SIGA should establish appropriate written policies and procedures for tendering and awarding contracts.	2000 Fall Report – Volume 2	N/A	November 2000 Directive	✓		
<b>15.</b> SIGA should establish appropriate policies and procedures for its marketing, promotion, and sponsorship activities. Those policies and procedures should include a clear definition of marketing and promotion activities and an approval process for sponsoring community events.	2000 Fall Report – Volume 2	Marketing & promotion policies – March 2004  Sponsorship – N/A	March 2004  November 2000 Directive for sponsorship		✓	

## Chapter 8B – Saskatchewan Indian Gaming Authority Inc.

Recommendations	Year First Reported	Date policy/info sent to Liquor & Gaming	Date policy/info approved by Liquor & Gaming	Implemented	Partially Implemented	Not Implemented
16. SIGA should establish rules and procedures to ensure that only authorized persons can access its financial systems.	2001 Fall Report – Volume 2	N/A	N/A	✓		
17. SIGA should properly segregate the duties of its employees.	2001 Fall Report – Volume 2	September 2003	December 2003	✓		
18. SIGA should establish rules and procedures to ensure compliance with the Casino Operating Agreement.	2001 Fall Report – Volume 2	N/A	N/A		✓	
19. SIGA should incur only costs necessary to operate its casinos under the Casino Operating Agreement.	2002 Fall Report – Volume 2	N/A	N/A		✓	
20. SIGA should ensure the staff comply with the sponsorship policy.	2002 Fall Report – Volume 2	N/A	November 2000 Directive	✓		
21. SIGA should establish rules and procedures to ensure that staff comply with its delegation of authority policy.	2002 Fall Report – Volume 2	N/A	November 2000 Directive	✓		
22. SIGA should: -periodically monitor the actual house advantage for table games to ensure games are being played in accordance with approved rules; and -establish appropriate rules and procedures to monitor expected and actual revenue of table games and communicate these to casino staff.	2002 Fall Report – Volume 2	N/A	N/A	✓		
23. SIGA should comply with the terms and conditions of its gaming licence.	2002 Fall Report – Volume 2	N/A	November 2000 Directive	✓		
24. SIGA should comply with its annual report policy.	2002 Fall Report – Volume 2	N/A	November 2000 Directive	✓		
25. SIGA should amend its agreement with the internal auditor to allow us full access to the internal auditor's files and records.	2003 Report – Volume 3	N/A	N/A	✓		

<b>Recommendations</b>	<b>Year First Reported</b>	<b>Date policy/info sent to Liquor &amp; Gaming</b>	<b>Date policy/info approved by Liquor &amp; Gaming</b>	<b>Implemented</b>	<b>Partially Implemented</b>	<b>Not Implemented</b>
<b>26.</b> SIGA should: -complete and implement its human resource plan; -ensure its casinos consistently follow established human resource policies; -prepare and provide to the Board more information about how SIGA is managing its staff retention risks; -prepare and provide to the Board more information about the effectiveness of SIGA's training activities.	2003 Report – Volume 3	N/A	N/A		✓	
<b>27.</b> SIGA should provide annual audited financial statements to Liquor & Gaming and the Director of the Corporation Branch in accordance with the 2002 Casino Operating Agreement and The Non-Profit Corporation Regulations 1997.	2004 Report – Volume 3	N/A	N/A	✓		
<b>28.</b> SIGA management should review and the Board approve an information technology strategic plan.	2005 Report – Volume 3	N/A	N/A			✓
<b>29.</b> SIGA should approve information technology policies and procedures.	2005 Report – Volume 3	March 2006	N/A – not yet approved		✓	

