

# IVR - Call Escalation Process Control Design Review

**Audit Services**

April 30, 2018

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## Transmittal Letter

July 09, 2018

Martin Lampman  
Director Customer Support Operations  
74 West Seymour Street  
Kamloops, BC, V2C 1E2

Dear Mr. Lampman,

**Re: IVR – Call Escalation Process Control Design Review**

Attached is Audit Services' report on the IVR – Call Escalation Process Control Design Review.

Our control design review focused on call handling and documentation, privacy, technical controls, call escalation and follow-up, call resolution and quality reviews.

Audit Services flowcharted the call escalation process and developed a controls matrix as part of the controls framework for the Customer Support Operations. We also reviewed sample of integrity related call cases to determine if they are appropriately classified, consistently escalated and resolved.

Based on our control design review, we noted that sufficient controls are in place to mitigate any significant risks. We also noted that sampled integrity-related call cases are appropriately classified, consistently escalated and resolved.

We thank management and staff of the Customer Support Operations for their cooperation and assistance during this review.

Sincerely,



Gurmit Aujla CPA, CA, CIA, CRISC, CRMA  
Director, Internal Audit

cc: Susan Dolinski, VP Social Responsibility and Communication

## Introduction

The Call Escalation process was upgraded to a new Interactive Voice Response (IVR) System in March 2016. Management requested Audit Services to review and document the new processes, controls and potential risk areas. The IVR Call Escalation Process consists of integrated systems designed to manage and document interactions between BCLC customers and Customer Support agents. Screen and voice interactions are recorded in a Telus Cloud Contact Centre and actions, escalations and resolutions are documented in Salesforce system.

We completed the review of the current IVR Call Escalation control environment as part of our FY2018 audit plan.

## Statement of Objective

The objectives of this engagement were to assess the overall IVR call escalation process control design environment, specifically to:

- Understand and document the current state of the Call Escalation Process;
- Identify key risks and controls;
- Identify areas for improvements;
- Assess whether calls are appropriately classified, consistently escalated and resolved.

## Statement of Scope

The scope of this engagement includes the current IVR call escalation process that focused on:

- Call handling and documentation
- Privacy
- Technical controls
- Call escalation, follow-up and resolution
- Quality reviews

Our scope also includes selected sample of integrity related call cases for review.

## Statement of Methodology

Audit Services shall perform the following tasks:

- Flowchart and document the processes under review
- Develop a controls framework/matrix
- Identify and report opportunities for improvements
- Sample review of received and processed calls

## Statement of Audit Standards

We conducted our engagement in accordance with professional standards issued by the Institute of Internal Auditors. Those standards require that we plan and perform the audit to afford a reasonable basis for our judgments and conclusions regarding the organization, program, activity or function under audit. An audit also includes assessments of applicable internal controls and compliance with requirements of laws, rules and regulations when necessary to satisfy the audit objectives. We believe that our audit provides a reasonable basis for our conclusions.

## Conclusion

Based on our review, we noted that sufficient controls are in place to mitigate any significant risks. We also noted that sampled integrity-related call cases are appropriately classified, consistently escalated and resolved.

## Acknowledgement

We wish to thank management and staff for their participation, assistance and cooperation during this review. Audit Services was given full access to all resources and information required to complete this engagement.

# Return to Player Settings Audit – Q2 Chances Salmon Arm

**Audit Services**

August 16, 2018

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## Transmittal Letter

August 21, 2018

Garth Pieper  
Director, Operations  
2940 Virtual Way  
Vancouver, BC V5M 0A6

Dear Mr. Pieper,

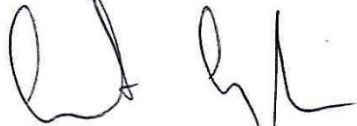
**Re: Return to Player (RTP) Audit – Chances Salmon Arm**

Attached is Audit Services' audit report on the RTP testing which occurred at Chances Salmon Arm on August 16, 2018. The scope of our audit focused specifically on the RTP settings at Chances Salmon Arm for a selected sample of slot machines.

During the course of our work conducted at Chances Salmon Arm, we noted that all 50 slot machines tested had their RTP settings set correctly. In total, Chances Salmon Arm has 103 slot machines.

We would like to thank management and staff of Chances Salmon Arm for their cooperation and assistance during this audit.

Sincerely,



Gurmit Aujla, CPA, CA, CIA, CRISC, CRMA  
Director, Internal Audit

cc: Kevin Sweeney, Director Security, Privacy and Compliance  
Tom Maryschak, Senior Manager Casino Operations  
Ken Bach, Regional Manager  
Trevor Sharkey, Manager, Business Operations



## Introduction

RTP Slot Management audit was included in Audit Services' approved audit plan for fiscal 2018-2019. These audits are to ensure the settings were set correctly based on information provided by the Casino and Community Gaming Product Team. RTP is the term the gaming industry uses to describe the percentage of all the wagered money a slot machine will pay back to players over time.

## Statement of Objectives

Audit Services' objective through this engagement was to test the RTP settings at Chances Salmon Arm on randomly selected slot machines. The machines' current RTP settings were compared to the master data information looking for any discrepancies.

## Statement of Scope

This audit is one component of several RTP audits scheduled to occur each fiscal quarter. The scope of these engagements includes the review of slot machine settings at various casinos and CGCs in the province for the period April 1, 2018 to March 31, 2019.

## Statement of Methodology

Our methodology and approach included:

- Tested RTPs of randomly selected slot machines
- Confirmed/matched the RTP from slot machines to Master Data; rCasino database and/or Probability Accounting Reports (PAR) sheets (a PAR sheet details how a particular slot machine is programmed)
- Interviews & inquiries
- Identified process weaknesses, risks and controls

## Statement of Audit Standards

We conducted our audit in accordance with professional standards issued by the Institute of Internal Auditors. Those standards require that we plan and perform the audit to afford a reasonable basis for our judgments and conclusions regarding the organization, program, activity or function under audit. An audit also includes assessments of applicable internal controls and compliance with requirements of laws, rules and regulations when necessary to satisfy the audit objectives. We believe that our audit provides a reasonable basis for our conclusions.

## Personnel Changes in Key Control Areas

BCLC's Audit Committee has requested that Audit Services include information about personnel changes and vacancies to key control areas during audit engagements. Personnel changes and vacancies can impact the control environment, control effectiveness, and loss of knowledge. At Chances Salmon Arm, the BCLC staffing component consists of a Manager Business Operations and a Technician. We noted during this audit, that the BCLC staff at Chances Salmon Arm has a minimal staff turnover rate.

## Conclusion

Audit Services found no RTP exceptions in the 50 machines tested on August 16, 2018.

## Acknowledgements

We wish to thank management and staff for their participation, assistance and cooperation during this audit. Audit Services was given full access to all resources and information required to complete this audit.

# Return to Player Settings Audit – Q2 Chances Courtenay

**Audit Services**

August 20, 2018

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## Transmittal Letter

September 28, 2018

Garth Pieper  
Director, Operations  
2940 Virtual Way  
Vancouver, BC V5M 0A6

Dear Mr. Pieper,

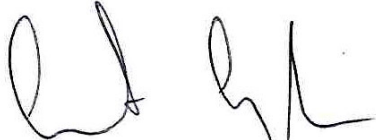
**Re: Return to Player (RTP) Audit – Chances Courtenay**

Attached is Audit Services' audit report on the RTP testing which occurred at Chances Courtenay on August 20, 2018. The scope of our audit focused specifically on the RTP settings at Chances Courtenay for a selected sample of slot machines.

During the course of our work conducted at Chances Courtenay, we noted that all 65 slot machines tested had their RTP settings set correctly. In total, Chances Courtenay has 199 slot machines.

We would like to thank management and staff of Chances Courtenay for their cooperation and assistance during this audit.

Sincerely,



Gurmit Aujla, CPA, CA, CIA, CRISC, CRMA  
Director, Internal Audit

cc: Kevin Sweeney, Director Security, Privacy and Compliance  
Tom Maryschak, Senior Manager Casino Operations  
Brett Lawrence, Regional Manager  
Gurpreet Basra, Manager, Business Operations

## Introduction

RTP Slot Management audit was included in Audit Services' approved audit plan for fiscal 2018-2019. These audits are to ensure the settings were set correctly based on information provided by the Casino and Community Gaming Product Team. RTP is the term the gaming industry uses to describe the percentage of all the wagered money a slot machine will pay back to players over time.

## Statement of Objectives

Audit Services' objective through this engagement was to test the RTP settings at Chances Courtenay on randomly selected slot machines. The machines' current RTP settings were compared to the master data information looking for any discrepancies.

## Statement of Scope

This audit is one component of several RTP audits scheduled to occur each fiscal quarter. The scope of these engagements includes the review of slot machine settings at various casinos and CGCs in the province for the period April 1, 2018 to March 31, 2019.

## Statement of Methodology

Our methodology and approach included:

- Tested RTPs of randomly selected slot machines
- Confirmed/matched the RTP from slot machines to Master Data; rCasino database and/or Probability Accounting Reports (PAR) sheets (a PAR sheet details how a particular slot machine is programmed)
- Interviews & inquiries
- Identified process weaknesses, risks and controls

## Statement of Audit Standards

We conducted our audit in accordance with professional standards issued by the Institute of Internal Auditors. Those standards require that we plan and perform the audit to afford a reasonable basis for our judgments and conclusions regarding the organization, program, activity or function under audit. An audit also includes assessments of applicable internal controls and compliance with requirements of laws, rules and regulations when necessary to satisfy the audit objectives. We believe that our audit provides a reasonable basis for our conclusions.

## Personnel Changes in Key Control Areas

BCLC's Audit Committee has requested that Audit Services include information about personnel changes and vacancies to key control areas during audit engagements. Personnel changes and vacancies can impact the control environment, control effectiveness, and loss of knowledge. At Chances Courtenay, BCLC staffing component consists of a Manager Business Operations and a Technician. We noted during this audit, that the BCLC staff at Chances Courtenay has a minimal staff turnover rate.

## Conclusion

Audit Services found no RTP exceptions in the 65 machines tested on August 20, 2018.

## Acknowledgements

We wish to thank management and staff for their participation, assistance and cooperation during this audit. Audit Services was given full access to all resources and information required to complete this audit.

# Return to Player Settings Audit – Q2 Nanaimo

**Audit Services**

August 20, 2018



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## Transmittal Letter

September 28, 2018

Garth Pieper  
Director, Operations  
2940 Virtual Way  
Vancouver, BC V5M 0A6

Dear Mr. Pieper,


**Re: Return to Player (RTP) Audit – Casino Nanaimo**

Attached is Audit Services' audit report on the RTP testing which occurred at Casino Nanaimo on August 20, 2018. The scope of our audit focused specifically on the RTP settings at Casino Nanaimo for a selected sample of slot machines.

Casino Nanaimo has 436 slot machines in total. Audit Services noted one error in RTP settings during the testing of 105 slot machines on August 20, 2018. The Senior Technician corrected the setting immediately on August 20, 2018. Audit Services investigated the possible root cause of the exception and discussed with Casino Operation Management. We also plan to perform further testing on Casino Nanaimo within the next quarter.

We would like to thank management and staff of Casino Nanaimo for their cooperation and assistance during this audit.

Sincerely,



Gurmit Aujla, CPA, CA, CIA, CRISC, CRMA  
Director, Internal Audit

cc: Kevin Sweeney, Director Security, Privacy and Compliance  
Tom Maryschak, Senior Manager Casino Operations  
Laurie Stewart, Regional Manager, Operations  
Mike Spoor, Manager, Business Operations

## Introduction

RTP Slot Management audit was included in Audit Services' approved audit plan for fiscal 2017-2018. These audits are to ensure the settings are set correctly based on information provided by the Casino and Community Gaming Product Team. RTP is the term the gaming industry uses to describe the percentage of all the wagered money a slot machine will pay back to players over time.

## Statement of Objectives

Audit Services' objective through this engagement was to test the RTP settings at Casino Nanaimo on randomly selected slot machines. The machines' current RTP settings were compared to the master data information looking for any discrepancies.

## Statement of Scope

This audit is one component of several RTP audits scheduled to occur each fiscal quarter. The scope of these engagements includes the review of slot machine settings at various casinos and CGCs in the province for the period April 1, 2018 to March 31, 2019.

## Statement of Methodology

Our methodology and approach included:

- Testing RTPs of randomly selected slot machines
- Confirming the RTP from slot machines to Master Data; rCasino database and/or Probability Accounting Reports (PAR) sheets (a PAR sheet details how a particular slot machine is programmed)
- Interviews & inquiries
- Identifying process weaknesses, risks and controls

## Statement of Audit Standards

We conducted our audit in accordance with professional standards issued by the Institute of Internal Auditors. Those standards require that we plan and perform the audit to afford a reasonable basis for our judgments and conclusions regarding the organization, program, activity or function under audit. An audit also includes assessments of applicable internal controls and compliance with requirements of laws, rules and regulations when necessary to satisfy the audit objectives. We believe that our audit provides a reasonable basis for our conclusions.

## Personnel Changes in Key Control Areas

BCLC's Audit Committee has requested that Audit Services include information about personnel changes and vacancies to key control areas during audit engagements. Personnel changes and vacancies can impact the control environment, control effectiveness, and loss of knowledge. At Casino Nanaimo, the BCLC staffing component consists of a Manager of Business Operations, one Senior Technician and two Technicians. We noted during this audit, that the BCLC staff at Casino Nanaimo has a minimal staff turnover rate.

## Conclusion

Audit Services noted one exception out of the 105 machines tested on August 20, 2018. The Senior Technician corrected the RTP setting immediately on the day the exception was noted. Audit Services investigated the possible root cause of the exception and discussed with Casino Operation Management. We also plan to perform further testing on Casino Nanaimo within the next quarter.

## Acknowledgements

We wish to thank management and staff for their participation, assistance and cooperation during this audit. Audit Services was given full access to all resources and information required to complete this audit.

# Return to Player Settings Audit – Q2 Elements Casino Victoria

**Audit Services**

August 21, 2018

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## Transmittal Letter

September 28, 2018

Garth Pieper  
Director, Operations  
2940 Virtual Way  
Vancouver, BC V5M 0A6

Dear Mr. Pieper,

**Re: Return to Player (RTP) Audit – Elements Casino Victoria**

Attached is Audit Services' audit report on the RTP testing which occurred at Elements Casino Victoria on August 21, 2018. The scope of our audit focused specifically on the RTP settings at Elements Casino Victoria for a selected sample of slot machines.

During the course of our work conducted at Elements Casino Victoria, we noted that all 125 slot machines tested had their RTP settings set correctly. In total, Elements Casino Victoria has 760 slot machines.

We would like to thank management and staff of Elements Casino Victoria for their cooperation and assistance during this audit.

Sincerely,



Gurmit Aujla, CPA, CA, CIA, CRISC, CRMA  
Director, Internal Audit

cc: Kevin Sweeney, Director Security, Privacy and Compliance  
Tom Maryschak, Senior Manager Casino Operations  
Laurie Stewart, Regional Manager  
Bob Brett, Manager, Business Operations

## Introduction

RTP Slot Management audit was included in Audit Services' approved audit plan for fiscal 2018-2019. These audits are to ensure the settings were set correctly based on information provided by the Casino and Community Gaming Product Team. RTP is the term the gaming industry uses to describe the percentage of all the wagered money a slot machine will pay back to players over time.

## Statement of Objectives

Audit Services' objective through this engagement was to test the RTP settings at Elements Casino Victoria on randomly selected slot machines. The machines' current RTP settings were compared to the master data information looking for any discrepancies.

## Statement of Scope

This audit is one component of several RTP audits scheduled to occur each fiscal quarter. The scope of these engagements includes the review of slot machine settings at various casinos and CGCs in the province for the period April 1, 2018 to March 31, 2019.

## Statement of Methodology

Our methodology and approach included:

- Tested RTPs of randomly selected slot machines
- Confirmed/matched the RTP from slot machines to Master Data; rCasino database and/or Probability Accounting Reports (PAR) sheets (a PAR sheet details how a particular slot machine is programmed)
- Interviews & inquiries
- Identified process weaknesses, risks and controls

## Statement of Audit Standards

We conducted our audit in accordance with professional standards issued by the Institute of Internal Auditors. Those standards require that we plan and perform the audit to afford a reasonable basis for our judgments and conclusions regarding the organization, program, activity or function under audit. An audit also includes assessments of applicable internal controls and compliance with requirements of laws, rules and regulations when necessary to satisfy the audit objectives. We believe that our audit provides a reasonable basis for our conclusions.

## Personnel Changes in Key Control Areas

BCLC's Audit Committee has requested that Audit Services include information about personnel changes and vacancies to key control areas during audit engagements. Personnel changes and vacancies can impact the control environment, control effectiveness, and loss of knowledge. At Elements Casino Victoria, BCLC staffing component consists of a Manager Business Operations and one senior Technician and four Technicians. We noted during this audit, that the BCLC staff at Elements Casino Victoria has a minimal staff turnover rate.



## Conclusion

Audit Services found no RTP exceptions in the 125 machines tested on August 21, 2018.

## Acknowledgements

We wish to thank management and staff for their participation, assistance and cooperation during this audit. Audit Services was given full access to all resources and information required to complete this audit.

# Return to Player Settings Audit – Q2 Parq Casino

**Audit Services**

August 31, 2018

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## Transmittal Letter

September 28, 2018

Garth Pieper  
Director, Operations  
2940 Virtual Way  
Vancouver, BC V5M 0A6

Dear Mr. Pieper,

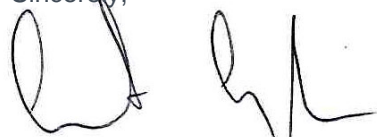
**Re: Return to Player (RTP) Audit – Parq Casino**

Attached is Audit Services' audit report on the RTP testing which occurred at Parq Casino on August 17, 2018 and August 31, 2018. The scope of our audit focused specifically on the RTP settings at Parq Casino for a selected sample of slot machines.

Parq Casino has 580 slot machines in total. Audit Services noted one error in RTP settings during the initial testing of 150 slot machine on August 17, 2018. The Senior Technician corrected the setting immediately on August 17, 2018. Audit Services investigated the possible root cause of the exception and discussed with Casino Operation Management. Due to the exception noted, we increased the sample size by 100 slot machines, performing this additional testing on August 31, 2018. No further exceptions were noted.

We would like to thank management and staff of Parq Casino for their cooperation and assistance during this audit.

Sincerely,



Gurmit Aujla, CPA, CA, CIA, CRISC, CRMA  
Director, Internal Audit

cc: Kevin Sweeney, Director Security, Privacy and Compliance  
Tom Maryschak, Senior Manager Casino Operations  
Ken Bach, Regional Manager, Operations  
Ray Palumbo, Manager, Business Operations

## Introduction

RTP Slot Management audit was included in Audit Services' approved audit plan for fiscal 2018-2019. These audits are to ensure the settings are set correctly based on information provided by the Casino and Community Gaming Product Team. RTP is the term the gaming industry uses to describe the percentage of all the wagered money a slot machine will pay back to players over time.

## Statement of Objectives

Audit Services' objective through this engagement was to test the RTP settings at Parq Casino on randomly selected slot machines. The machines' current RTP settings were compared to the master data information looking for any discrepancies.

## Statement of Scope

This audit is one component of several RTP audits scheduled to occur each fiscal quarter. The scope of these engagements includes the review of slot machine settings at various casinos and CGCs in the province for the period April 1, 2018 to March 31, 2019.

## Statement of Methodology

Our methodology and approach included:

- Testing RTPs of randomly selected slot machines
- Confirming the RTP from slot machines to Master Data; rCasino database and/or Probability Accounting Reports (PAR) sheets (a PAR sheet details how a particular slot machine is programmed)
- Interviews & inquiries
- Identifying process weaknesses, risks and controls

## Statement of Audit Standards

We conducted our audit in accordance with professional standards issued by the Institute of Internal Auditors. Those standards require that we plan and perform the audit to afford a reasonable basis for our judgments and conclusions regarding the organization, program, activity or function under audit. An audit also includes assessments of applicable internal controls and compliance with requirements of laws, rules and regulations when necessary to satisfy the audit objectives. We believe that our audit provides a reasonable basis for our conclusions.

## Personnel Changes in Key Control Areas

BCLC's Audit Committee has requested that Audit Services include information about personnel changes and vacancies to key control areas during audit engagements. Personnel changes and vacancies can impact the control environment, control effectiveness, and loss of knowledge. At Parq Casino, the BCLC staffing component consists of a Manager of Business Operations, one Senior Technician and six Technicians. We noted during this audit, that the BCLC staff at Parq Casino has a minimal staff turnover rate.

## Conclusion

Audit Services noted one error in RTP settings during the initial testing of 150 slot machine on August 17, 2018. The Senior Technician corrected the setting immediately on August 17, 2018. Audit Services investigated the possible root cause of the exception and discussed with Casino Operation Management. Due to the exception noted, we increased the sample size by 100 slot machines and performed this additional testing on August 31, 2018. No further exceptions were noted.

## Acknowledgements

We wish to thank management and staff for their participation, assistance and cooperation during this audit. Audit Services was given full access to all resources and information required to complete this audit.

# Return to Player Settings Audit – Q2 Hard Rock

**Audit Services**

September 7, 2018

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## Transmittal Letter

September 28, 2018

Garth Pieper  
Director, Operations  
2940 Virtual Way  
Vancouver, BC V5M 0A6

Dear Mr. Pieper,

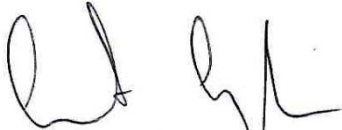
**Re: Return to Player (RTP) Audit – Hard Rock Casino**

Attached is Audit Services' audit report on the RTP testing which occurred at Hard Rock Casino on September 7, 2018. The scope of our audit focused specifically on the RTP settings at Hard Rock Casino for a selected sample of slot machines.

During the course of our work conducted at Hard Rock Casino, we noted that all 100 slot machines tested had their RTP settings set correctly. In total, Hard Rock Casino has 920 slot machines.

We would like to thank management and staff of Hard Rock Casino for their cooperation and assistance during this audit.

Sincerely,



Gurmit Aujla, CPA, CA, CIA, CRISC, CRMA  
Director, Internal Audit

cc: Kevin Sweeney, Director Security, Privacy and Compliance  
Tom Maryschak, Senior Manager Casino Operations  
Laurie Stewart, Regional Manager  
Bal Bains, Manager, Business Operations

## Introduction

RTP Slot Management audit was included in Audit Services' approved audit plan for fiscal 2018-2019. These audits are to ensure the settings were set correctly based on information provided by the Casino and Community Gaming Product Team. RTP is the term the gaming industry uses to describe the percentage of all the wagered money a slot machine will pay back to players over time.

## Statement of Objectives

Audit Services' objective through this engagement was to test the RTP settings at Hard Rock Casino on randomly selected slot machines. The machines' current RTP settings were compared to the master data information looking for any discrepancies.

## Statement of Scope

This audit is one component of several RTP audits scheduled to occur each fiscal quarter. The scope of these engagements includes the review of slot machine settings at various casinos and CGCs in the province for the period April 1, 2018 to March 31, 2019.

## Statement of Methodology

Our methodology and approach included:

- Tested RTPs of randomly selected slot machines
- Confirmed/matched the RTP from slot machines to Master Data; rCasino database and/or Probability Accounting Reports (PAR) sheets (a PAR sheet details how a particular slot machine is programmed)
- Interviews & inquiries
- Identified process weaknesses, risks and controls

## Statement of Audit Standards

We conducted our audit in accordance with professional standards issued by the Institute of Internal Auditors. Those standards require that we plan and perform the audit to afford a reasonable basis for our judgments and conclusions regarding the organization, program, activity or function under audit. An audit also includes assessments of applicable internal controls and compliance with requirements of laws, rules and regulations when necessary to satisfy the audit objectives. We believe that our audit provides a reasonable basis for our conclusions.

## Personnel Changes in Key Control Areas

BCLC's Audit Committee has requested that Audit Services include information about personnel changes and vacancies to key control areas during audit engagements. Personnel changes and vacancies can impact the control environment, control effectiveness, and loss of knowledge. At Hard Rock Casino, BCLC staffing component consists of a Manager Business Operations and one senior Technician and seven Technicians. We noted during this audit, that the BCLC staff at Hard Rock Casino has a minimal staff turnover rate.

## Conclusion

Audit Services found no RTP exceptions in the 100 machines tested on September 7, 2018.

## Acknowledgements

We wish to thank management and staff for their participation, assistance and cooperation during this audit. Audit Services was given full access to all resources and information required to complete this audit.