



# Work and Performance Plan FY2019 (AUD)

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## DEPARTMENT KEY INITIATIVES

### Key Initiative #1 -- Develop and Ensure Execution of FY 2019 Audit Plan

**Link to Strategic Business Plan:**

No

**Description:**

Develop and ensure execution of the annual audit plan

- Continuously assess County risk universe.
- Complete annual organizational risk assessment and bi-annual department risk rankings.
- Develop annual audit plan, which includes risk-based audits and could also include consulting agreements, agreed upon procedures, performance audits, and continuous auditing/monitoring projects.
- Modify audit plan as necessary based on new or elevated risks or other management needs that justify prioritization.
- Ensure audits are conducted in accordance with the mandatory elements of The Institute of Internal Auditors International Professional Practices Framework (the Standards).
- Complete the FY 2019 Audit Plan, as adjusted.

**Rationale:**

- To provide the Board of County Commissioners, Audit Review Committee, and Executive Management with timely and relevant information on the governance, risk management, and internal control activities of high-, medium-, and (on occasion) low-risk department programs, services, and/or key processes critical to their mission.
- To develop an optimal audit plan that will provide management reasonable assurance in key areas within the organization that controls are in place and working as expected.
- When applicable, to provide recommendations for improvement.
- To follow up on management's action plans to ensure they are implemented and working as expected.
- To conduct investigations, ad hoc requests, consulting, and continuous auditing/monitoring as needed.

**Completion Date:**

- Complete bi-annual risk ranking (March 2019)
- Complete FY 2020 annual risk assessment (June 2019)
- Complete FY 2020 annual risk assessment and next year's audit plan (June 2019)
- Complete FY 2019 audit plan as adjusted (June 30, 2019)
- Complete FY 2019 follow-up audits (June 30, 2019)

NOTE 1: Unplanned audits or investigations, consulting requests, justified audit budget increases, and/or staffing limitations could negatively impact the ability to carry out the original audit plan.

NOTE 2: Some risk assessment interviews may be conducted in July due to availability of stakeholders, but adjustments can be made to audit plan if necessary after presented to the Audit Review Committee.

NOTE 3: Investigations and mission critical audits are particularly prone to budget increases. For investigations, it is difficult to discern at the onset the number of hours required to complete the investigation before all information is acquired. For mission critical audits, they are very complex requiring extensive research, multiple interviews, and complicated data analytics to fully comprehend the audit area.

NOTE 4: There is typically a carryover of audit activity from the prior fiscal year because of unplanned activities, budget increases, staff vacancies and absences, as well as audits and investigations started at the end of the current fiscal year.

**Updates/Project Milestones:**

Issue an audit (or investigation) report after completion of fieldwork, with the completion date dependent upon the activity start date, budget hours, and any required budget and/or timeline adjustments.

- Assurance audit reports provide:
  - o Recommendations for improvement (also in investigations when applicable)
  - o Reasonable assurance that controls within each audit scope are working as expected



- o Management's risk mitigation strategies and action plans
- Follow-up audits provide assurance management action plans are implemented and working as expected

**Outcomes/Measures:**

- Issued reports for each audit or investigation activity after completion of fieldwork
- Recommendations for improvement
- Reasonable assurance that key controls are present and working as expected



## Key Initiative #2 -- Continuous Improvement of Internal Audit Function

**Link to Strategic Business Plan:**

No

**Description:**

Continually improve the Internal Audit process and tools for a more effective and efficient audit function.

**Rationale:**

Comply with The Institute of Internal Auditors' International Professional Practices Framework (the Standards) and best practices to continually seek improvements of the internal audit function.

**Completion Date:**

Implement and train staff on year's list of process improvements. (June 2019)

**Updates/Project Milestones:**

- Conduct retreats to review processes and identify improvements to work on for the fiscal year(Ongoing)
- Update or create new audit procedures, templates, tools, etc. (April 2019)
- Obtain team feedback on suggested changes (April 2019)
- Update policies, procedures, templates, and tools as necessary (May 2019)
- Train staff as necessary (June 2019)
- Finalize for implementation effective FY 2017 (June 2019)

**Outcomes/Measures:**

- New or updated audit tools
- More efficient audit process
- Staff training on updates as applicable
- Updated policies, procedures, website, and charter as applicable



## Key Initiative #3 -- Develop and execute a strategic IT audit plan

**Link to Strategic Business Plan:**

Yes

**Description:**

Develop and execute a strategic IT audit plan.

**Rationale:**

Align IT audit activities with IT initiatives and current potential risks

**Completion Date:**

June 30, 2019

**Updates/Project Milestones:**

Analyze IT risk universe based on risk assessments, prior audits, IT discussions, and new and emerging technology threats, e.g., cybersecurity. Initial milestone August 30, 2018 but may change with new information.

Develop IT Audit Plan in conjunction with overall FY19 Annual Audit Plan by September 30, 2018

**Outcomes/Measures:**

IT audit reports and recommendations for significant risk areas within IT.