



MeckACTs

Cabinet Member Workplan

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Section 1: Annual Goals

1. 2023 Audit Plan

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

2023 Audit Plan

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Develop and Complete the FY 2023 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 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.
- Assurance audit reports provide:
 - Recommendations for improvement (also in investigations when applicable)
 - Reasonable assurance that controls within each audit scope are working as expected
 - Management's risk mitigation strategies and action plans
- Follow-up audits provide assurance that management action plans are implemented and working as expected

Action Steps List the actions/events that need to take place.

- 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 reprioritization.
- Ensure audits are conducted in accordance with the mandatory elements of The Institute of

Internal Auditors International Professional Practices Framework (the Standards).

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 at a later date 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 towards the end of the fiscal year.

NOTE 5: Follow-Up audits will be included in the 2023 annual audit plan.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Develop FY 2023 annual audit plan by August 31, 2022
- Complete a minimum of 80% of the FY 2023 audit plan as adjusted by June 30, 2023
- Issue reports for each Information Technology (IT), non-IT audit, investigations, and consultations by the due dates.

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2. Improve Audit Processes

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Continuous Improvement of Internal Audit Function

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

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 become more efficient and effective audit function.

Action Steps List the actions/events that need to take place.

- Conduct management workshop(s) to review processes and identify improvements to work on for the fiscal year (ongoing).
- Adjust audit procedures, templates, tools, etc. as needed for improvements (ongoing).
- Annually review and update as necessary department policies, procedures, templates, and tools (June 2023)
- Train staff on any process updates as needed (ongoing).
- Staff attend training to obtain continuing professional education hours

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Management workshops and implementation of improvements will be completed and recorded
- Identify the number of and describe new or updated audit tools
- Execute audits on-time as a result of more efficient audit processes
- Provide documentation reflecting evidence that all staff members are trained on updates as applicable
- Provide documentation reflecting evidence that all staff members are trained on key internal audit best practices
- Update policies, procedures, website, and charter as applicable
- Provide evidence that staff obtained a minimum of 40 continuing education hours

NOTE 1: All evaluation criteria will be executed by June 30, 2023.

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3. Expand the Use of Data Analytics

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Expansion of Data Analytics and Continuous Monitoring/Auditing Program

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Harness the power of data through a robust and sustainable data analytics program, including continuous auditing and monitoring

Rationale

With the acquisition of a new data analyst position, will increase the audit coverage, insights, and value of Internal Audit through the intense and highly effective use of data and data analytics as promoted by The Institute of Internal Auditors' International Professional Practices Framework (the Standards) and leading practices.

Action Steps List the actions/events that need to take place.

- Identify available data resources, e.g., data lakes, databases, systems
- Develop list of potential continuous auditing and monitoring opportunities
- Interview department heads and/or designees to discuss potential continuous monitoring opportunities
- Create initial set of continuous auditing scripts from Galvanize pre-developed scripts
- Establish a policy and procedure to work with auditors on each of their assigned audits and determine if data analytics may be utilized
- Establish a policy and procedure to use data analytics in the annual risk assessment process
- Prioritized list of audit staff training opportunities

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- List of data resources and access as needed for specific projects
- Prioritized list of continuous auditing and monitoring opportunities
- Initial set of continuous auditing scripts adapted from Galvanize scripts
- Written policies and procedures for data analytics in individual audits and annual risk assessment process
- Initial staff data analytics training session

NOTE 1: Evaluation criteria will be implemented by June 30, 2023.

NOTE 2: Because this goal reflects actions that have not been previously executed, there is no baseline/measurement other than executing these activities by fiscal year end.

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4. Provide Education on Auditing, Risks, Controls, Ethics, and Fraud

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Countywide Education on Internal Audit, Risk, Controls, Ethics, and Fraud

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Provide Countywide Education on Internal Auditing, Risk, and Controls

Rationale

- Help County employees understand internal auditing, risk assessment, and controls to help their departments better control its risks.
- Help County employees understand County fraud awareness policies and tools and techniques.

Action Steps List the actions/events that need to take place.

- Provide department- and/or division-level presentations on internal auditing, risk, controls, and employee roles and accountability as requested
- Perform annual review and update as necessary for Fraud Awareness training module for MeckEDU
- Work with MeckEDU to update annual employee Fraud Awareness training

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Evidence of attendance rosters for presentations delivered to interested departments
- Evidence of updates to the Fraud Awareness training module.
- Evidence that Fraud Awareness training has been provided to Meck employees.

NOTE 1: Evaluation criteria will be implemented by June 30, 2023.

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5. Equity Action Plan

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Equity and Inclusion Initiative

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Continue the implementation of the County's Equity Action Plan

Rationale

Mecklenburg County is committed to addressing its racial inequities through an intersectional analysis. In order to become a more equitable institution, strategies must be implemented and enforced that enhance the work Mecklenburg County has already completed to promote equity and inclusion. The County has partnered with the Government Alliance on Race and Equity (GARE) to create both a racial equity training curriculum for County staff, an Equity Action Toolkit and a three-year enterprise-wide Equity Action Plan. To continue to build the capacity of the organization, it is critical that the County continue to implement the agreed upon action items identified in the Equity Action Plan despite COVID-19.

Action Steps List the actions/events that need to take place.

Continue implementation of the County's Equity Action Plan that were postponed due to COVID-19:

- Continue rollout of "Advancing Racial Equity Training" for all County employees to enhance abilities to advance racial equity
- Re-establish Department Equity Action Teams (DEAT) for select Departments to begin training and to initiate development of department specific equity action plans (pending further guidance from the County Manager's Office)
- Provide training on Racial Equity Tool usage to County mid-senior management.

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Implementation of Department Equity Action Team (DEAT) and Equity Action Plan items for those departments with specific accountabilities.

