CA-05-19 Appendix D

Internal Audit Service Reflection & Assessment Summary

Updated: April 2019

Original: March 2018



What matters most to our clients?





Our Clients Value...

Collaboration

- In getting an unbiased perspective of operations.
- In the planning process so they can contribute to, and fully understand, the objectives and scope of the audit.
- In documenting the outcomes, and determining practical, and achievable, remedies to move forward.
- Through the inclusion of all stakeholders, regardless of department, in the identification of opportunities for improvement and learning across the organization.

Understanding

- Their risks through a simple, and easy to use, process.
- Knowing what has happened; is happening; and what is still to happen.
- By an auditor who builds an understanding of the operations, including the opportunities and challenges.
- The accountability achieved through the process, and hearing of the results of the commitments.

Flexibility

- In timing to minimize disruption and maximize staff's input.
- Of an audit work plan that is integrated into their work plans through consultation and collaboration.

Communication

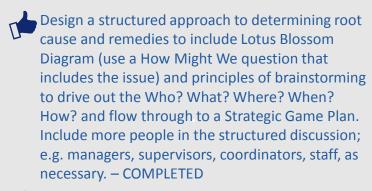
- Open dialogue to support clarity and understanding of operations.
- Broad communication of the audit work plan through various management levels.
- A report that focuses on good work being done while reporting on areas for improvement.
- Reports written in plain English, and are easy to read.



Opportunities

Collaboration



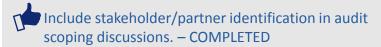


Initiate discussions with 2nd line of defense areas to identify common objectives, and how tools and outputs can be leveraged. - COMPLETED

Determine how IA can become more involved in projects through work with ITS and PMO. - COMPLETED

Connect broader set of stakeholders for discussions regarding whistleblower program.

Understanding



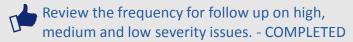
- Research risk models to determine an easier way to assess risk. Review and update model based on research; ensuring factors consider the service operations. COMPLETED
- Develop and deliver an introductory program for new management-level employees including an orientation check list. – IN PROGRESS
- Review and update audit entities to give consideration to major balance sheet items and major cross functional processes. COMPLETED
- Create and implement consultation process for directors and service owner in audit work plan determination.
- Create a repository of issues and include link in communications to management and staff. COMPLETED



Opportunities

Flexibility







Determine best approach to engaging stakeholders for next year's audits during current year.

Work with service owners to incorporate risk assessment into cycle of business activities and business plans.

Communication

- ✓ Research report to update and refresh current format – ensuring any new format meets accessibility standards. Keep in mind length so support is consistent with level of risk. – IN PROGRESS
- ✓ Research change in Audit Committee version of report (e.g. summary report). – IN PROGRESS
- ✓ Establish and implement a communications and marketing campaign to raise the awareness of internal audit service in the City including work of Audit Committee. – IN PROGRESS
- Establish protocol with client to bring in or advise director of planning discussions. COMPLETED
- Develop a catchy manner to communicate results of risk assessment, annual work plan, and rolling 3-year work plan.
- Refresh web page and transform it to an internal resource for management and staff. Include in the final result of the management action plan in the repository on 360. COMPLETED



Next Steps



