FY2020-2022 STRATEGIC BUSINESS PLAN
Internal Audit

Mecklenburg County, North Carolina

Goal AUD.1 - Effect Positive Change in the County's Governance, Risk Management, and Control Activities

Deliver High-Quality Assurance and Consulting Services to Effect Positive Change in the County's Governance, Risk Management, and Control Activities

Objective AUD.1.1 - Understand and Help Improve the Organization's Governance, Risk Management, and Control Environment

Strategy AUD.1.1.A - Conduct annual and ongoing risk assessments	
Actions	1. Identify the County's risk universe and risk factors, employing tools such as the annual risk assessment, annual control self-assessment survey, Enterprise Risk Management Committee activities, and prior audits (annual process) 2. Understand and increase collaboration with other risk management functions (annual process_ 3 Conduct an annual environmental scan to identify changes in the County's risk universe that directly and/or indirectly impact the provision of audit services (FY20) 4. Understand the information technology (IT) risk environment and controls (annual process)
Performance Measure(s)	AUD2003 Develop and communicate optimal audit plan

Strategy AUD.1.1.B - Develop and execute an optimal annual audit plan	
Actions	1. Develop a strategic plan for IT audit activities (annual process) 2. Based on the organization's strategic plan, Internal Audit's annual risk assessment results, current and projected internal and external risks, the IT strategic audit strategy, Internal Audit's strategic plan, and staff resources and skills, develop and execute an optimal annual audit plan (annual process)
Performance Measure(s)	AUD1004 Number Audits Completed AUD2015 Number of Unplanned Audits

Strategy AUD.1.1.C - Provide County employees' education on aspects related to governance, risk management, and control	
Actions	1. Maintain annual countywide employee Fraud Awareness and Ethics trainings (ongoing) 2. Maintain the Fraud Hotline, including Intake Team activities and Fraud Hotline posters (Fraud Hotline and Intake Team ongoing; new posters FY 2021) 3. Identify effective method to provide County control tips for good governance, risk management, and internal controls, e.g., Employee News Now posts (quarterly, ongoing) 4. Work with Human Resources to provide new hire information on internal controls and risk management (FY 2020) 5. Provide information to departments and other key stakeholders about internal audit processes, services, and value (ongoing) 6. Provide information to departments about internal controls and how risk mitigation strategies can be used (ongoing)
Performance Measure(s)	AUD2016 Fraud Hotline Incidents

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Objective AUD.1.2 - Maximize the Value of Internal Audit

Strategy AUD.1.2.A - Understand and meet evolving stakeholder needs and expectations of Internal Audit

Actions	1. Attend key (customer) department management meetings (ongoing) 2. Get customer feedback on audit service needs (ongoing)
Performance Measure(s)	AUD1001 Customer Satisfaction Rating (AUD)

Strategy AUD.1.2.B - Elevate the Presence and Understanding of Internal Audit

Actions	1. Educate stakeholders about internal audit process, services, and value (ongoing) 2. Create Internal Audit brand–reports, website, marketing, etc. (FY 2020) 3. Develop and execute 40th Anniversary of Internal Audit Department events (FY 2020)

Strategy AUD.1.2.C - Promote consulting and continuous monitoring services

Actions	1. In conjunction with strategies AUD.1.2.A and AUD.1.2.B, promote and attempt to increase the percentage of consulting and continuous monitoring activities to overall assurance and consulting activity hours (ongoing)
Performance Measure(s)	AUD2017 Consulting Hours

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Objective AUD.1.3 - Continuously improve audit business and management processes

Strategy AUD.1.3.A - Improve the effectiveness and efficiency of the internal audit process to optimize internal auditing value given current resources	
Actions	1. Learn and continue to maximize use of new audit management software that allows all-in-one packaging of audit planning, budgeting, process, timekeeping, reporting activities, auditee response and survey tools, and audit reports, as well as many new functionalities for a more efficient audit process (FY 2020 initially but ongoing to maximize understanding and use of all functionality) 2. Update current audit processes and workpapers as necessary to maximize TeamMate functionality (FY 2020) 3. Develop and operationalize key internal performance indicators to track effectiveness of new audit software and updated processes (FY 2020) 4. Continue to employ new and current project management approaches to improve efficiency and timeliness of audit process (ongoing) 5. Leverage technology, e.g., Continuous Auditing and Monitoring (CA/CM), and new flowcharting and audit management software (FY 2020 initially with acquisition of VISIO software but ongoing)
Performance Measure(s)	AUD1008 % Audits Completed Within Allotted Timeframe AUD2021 Number of continuous auditing and monitoring scripts in use

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Objective AUD.1.4 - Develop a sustainable, highly skilled workforce capability

Strategy AUD.1.4.A - Assess and inventory KSAs needed to meet Internal Audit's strategic goals and objectives	
Actions	1. Conduct a performance skills gaps analysis and assess gaps for workforce needs (FY 2020 unless delayed to align with HR countywide efforts to reassess job descriptions, etc.)

Strategy AUD.1.4.B - Evaluate the current organization structure and positions to ensure they meet Internal Audit's service delivery needs.	
Actions	1. In conjunction with Strategy 1.4.A, work with Human Resources to determine the best available structure to provide upward mobility in our small audit shop. Request assistance to identify, develop, and evaluate costs to stratify auditor positions with a clear path for improvement and promotion. (FY 2020 complete job descriptions for multiple layers as applicable, balance FY 2020 unless delayed to align with HR countywide efforts to reassess job descriptions, etc.)

Strategy AUD.1.4.C - Create a development plan to meet staff's professional goals and the department's mission and objectives	
Actions	1. Create a formal, personalized development plan for each staff member (FY 2020) 2. Require all auditors to obtain a minimum of 40 hours continuing education credits each year (annual requirement)
Performance Measure(s)	AUD1003 Employee Development Index AUD2026 Percentage of auditors meeting continuing education requirements