

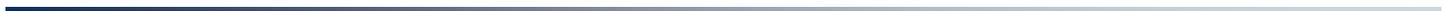


**OBM** | Office of Internal Audit

# OBM Office of Internal Audit

## Two-Year Strategic Plan

*July 1, 2015 – June 30, 2017*





## Table of Contents

Introduction.....	2
Strategic Plan Summary.....	2
Vision	
Mission	
Critical Success Factors (CSF), Initiatives, Objectives and Key Tasks.....	3
CSF No. 1 – Adequately Skilled and Knowledgeable Staff.....	3
CSF No. 2 – Maintain Efficient and Effective Audit Processes.....	4
CSF No. 3 – Increase Collaboration with Agency Stakeholders.....	5
CSF No. 4 - Enhance Stakeholder Knowledge and Education.....	6



## Introduction

The Office of Internal Audit (OIA), which is part of the Ohio Office of Budget and Management (OBM), was created by the Ohio Legislature in 2008. OIA currently has 26 state agencies under its purview; other Ohio state agencies are permitted by statute to request OIA services if desired.

OIA conforms to the *International Standards for the Professional Practice of Internal Auditing (Standards)*. OIA utilized guidance from the Institute of Internal Auditors (IIA) to prepare this strategic plan. Key initiatives were identified after the identification of OIA's critical success factors and considering the results of the SWOT (Strengths-Weaknesses-Opportunities-Threats) Analysis.

OIA has developed this two-year strategic plan to better serve our clients, improve internal practices, and create a standard by which OIA can measure its accomplishments. The two-year period is aligned with the State's biennial budget. The key tasks from the strategic plan will be frequently evaluated and reported.

The OIA Strategic Plan was subject to review and comment by the State Audit Committee and the Director of the Office of Budget and Management.

## Strategic Plan Summary

**Vision:** To be a highly regarded internal audit activity that adds value and mitigates risk by partnering with Ohio's state agencies and providing objective insights and innovative recommendations to improve agency operations.

**Mission:** OBM Office of Internal Audit (OIA) will provide independent, objective assurance and consulting activities designed to improve operations of state agencies obtaining OIA services. OIA will help these state agencies accomplish their objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.



## Critical Success Factors, Initiatives, Objectives and Key Tasks

### *Critical Success Factor No. 1: Adequately Skilled and Knowledgeable Staff*

Initiative: Identify necessary skills and develop individual training and development plans for all OIA staff.

Objectives:

- Determine what skills are necessary for success and compare to current skills
- Create individualized development plans for each OIA staff member.

Key Tasks:

1. Perform skills assessment for all staff levels.
2. Refine roles and expectations for all levels of OIA employees.
3. Perform a gap analysis between skills assessment and roles/expectations.
4. Identify possible training solutions, including knowledge of client business.
5. Promote cross training through exposure to various engagements at multiple state agencies.
6. Include newly issued IIA guidance in training program.
7. Create continual learning and development program.

Timeframe: January 2016 through June 2016



## *Critical Success Factor No. 2: Maintain Efficient and Effective Audit Processes*

Initiative: Develop a standardized checklist or format to ensure that all staff include the appropriate documentation in working papers in a timely manner.

Objective:

- Identification of the required and recommended practices for types of engagements to ensure adherence to the *Standards* and consistency among the various audits.

Key Tasks:

1. Assess current processes for planning, fieldwork, reporting, and remediation.
2. Include process update for continuous auditing and data analysis.
3. Document steps for integrated auditing process.
4. Refine processes, update templates, and ensure compliance with *Standards*.
5. Update Quality Assurance checklist.
6. Develop performance standards to monitor compliance with process.
7. Train staff on enhanced process.

Timeframe: July 2016 through December 2016



## *Critical Success Factor No. 3: Increase Collaboration with Agency Stakeholders*

Initiative: Identify opportunities to increase collaboration with state agency stakeholders.

Objectives:

- Ensure accuracy and completeness of the audit universe
- Identify significant risks at an agency
- Be a reliable business partner with state agency stakeholders

Key Tasks:

1. Discuss and confirm audit universe with agency stakeholders.
2. Collaborate with agency management from business and IT to fully identify risks and concerns.
3. Request to periodically attend agency senior management meetings.
4. Introduce concept of risk and control self-assessment.
5. Identify assurance and consulting projects to help address agency risks and concerns.
6. Identify opportunities to improve operations, such as shared solutions and best practices, at state and individual agency levels.
7. Assist state agency stakeholders with identifying methods of remediating existing and long-standing control and compliance weaknesses.
8. Obtain feedback from key stakeholders on performance and expectations.

Timeframe: November 2015 to July 2016



## *Critical Success Factor No. 4: Enhance Stakeholder Knowledge and Education*

Initiative: Heighten stakeholder knowledge and education regarding risk management, controls and governance.

### Objectives:

- Develop training materials and/or presentations on key areas of risk
- Educate state agencies on issues found at other agencies and best practices
- Inform State Audit Committee members about emerging issues, revised *Standards* and industry updates.

### Key Tasks:

1. Obtain feedback on stakeholder needs.
2. Research leading practices and emerging issues and trends.
3. Identify education and training solutions and provide to stakeholders.
4. Follow up with stakeholders on successes and improvement opportunities.
5. Consult with OBM management on ways to integrate internal control framework to other state agencies.
6. Create opportunities to obtain and share pertinent information with state agency leadership groups such as the MAC-CIO, CFO and Enterprise Financial Management groups.
7. Periodically communicate with state agencies not under OIA's purview to inform them of their ability to engage with OIA.

Timeframe: December 2015 through October 2016