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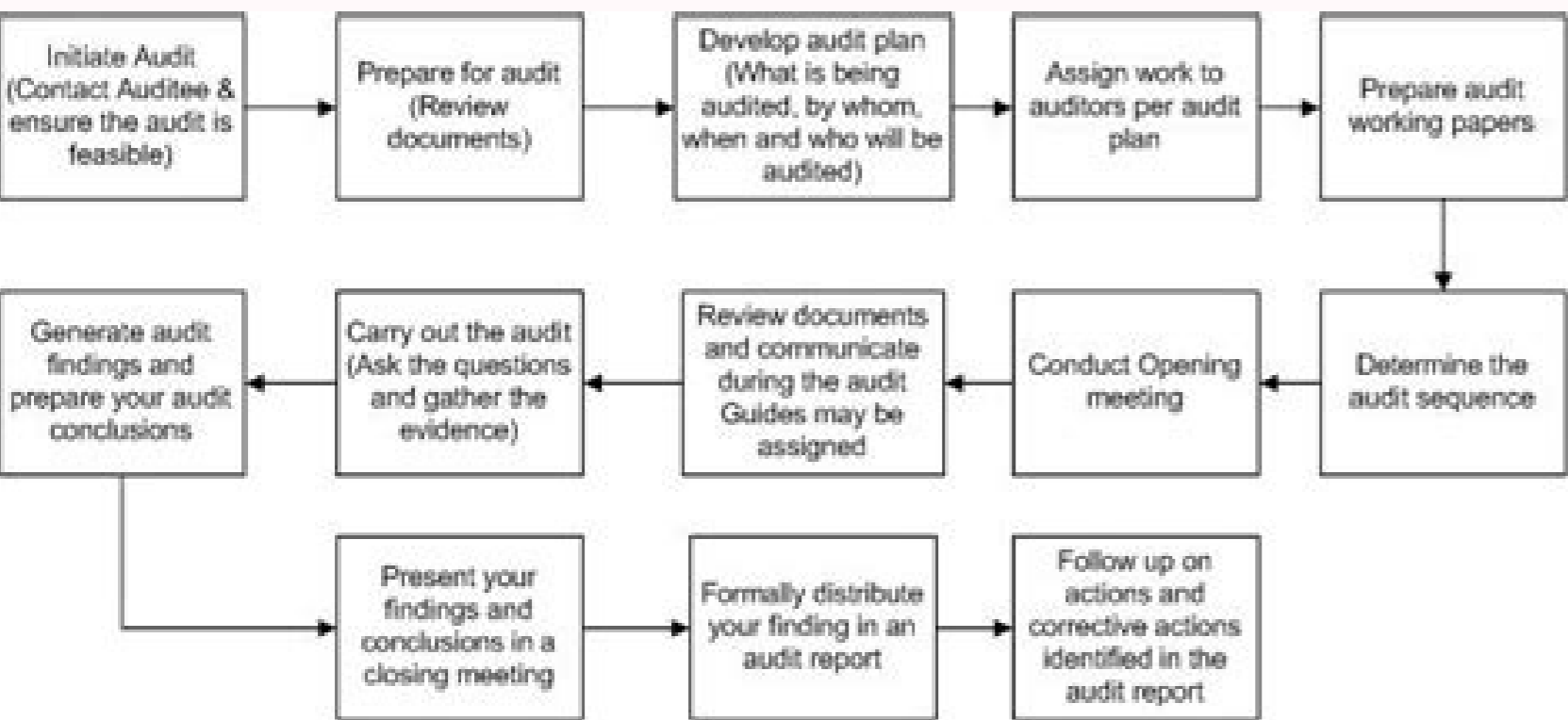
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IAA Standards Compliance Checklist

From Changes to 2010 IAA Standards: What Should Assurance Plans Do Now?

The following checklist, which is derived from the IAA's Annual Standards for the Professional Practice of Internal Auditing, is intended to assist internal auditors in assessing their organization's assurance plans. Assurance plans should be updated at least annually with amendments.

Assurance Standard	Internal Audit	External Audit
1.01 The internal audit function should be independent and should report directly to the board of directors or a similar governing body.		
1.02 The internal audit function should be provided with the resources necessary to enable it to perform its duties effectively.		
1.03 The internal audit function should be organized to enable it to perform its duties effectively.		
1.04 The internal audit function should be managed in a way that promotes the effective performance of its duties.		
1.05 The internal audit function should be subject to the oversight of the board of directors or a similar governing body.		
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2.00 The internal audit function should be subject to the oversight of the board of directors or a similar governing body.		



Finance Operational Plan Template

- Scope of activities**
- The finance function provides financial management advisory services and financial transaction processing support. The scope of the finance function includes:
- Strategic financial advice to senior management
 - Financial planning, budgeting and reporting
 - Financial advisory services to managers
 - Financial policy and controls
 - Financial training
 - Accounting operations
 - Corporate accounting
 - Revenue management
 - Financial systems support
 - Financial monitoring
- Objectives**
- Specific objectives of finance are to ensure:
- Assurance of due diligence, financial integrity and effective financial controls
 - Expenditures are aligned with budgets and are allocated to the highest priorities
 - Integrated financial and non-financial information for decision-making
 - Resources are utilized in the most cost-effective manner
 - There is no misuse of funds.
- Desired outcomes**
- Mitigation of financial risks
 - Conformity to financial rules and policies
 - Financial commitments are met
 - Improved information for decision-making
 - Optimal utilization of resources
 - Spending does not exceed budget
 - Sound stewardship of public funds

Assurance maps can be a powerful tool providing great insights for boards, senior management and audit committees. By allowing the decision-makers to take appropriate comfort from the assurance provided, these maps maximise the value of that assurance for the whole organisation. Here the Audit and Assurance Faculty explores the concept of assurance maps and the benefits to various stakeholders. Many organisations of all sizes invest heavily in risk management. The benefits of identifying and managing strategic and operational risks, within the boundaries of the organisation's risk appetite, are widely recognised. For a small start-up this may be as simple as investing executive time in assessing and weighing the risks. Larger organisations often implement Enterprise Risk Management systems to expand the reach of their risk assessment and control. Boards, management executive groups and audit committees receive regular risk reports which set out the key controls and mitigations strategies in place to manage these risks along with additional mitigations proposed to bring the risks to level compatible with their risk appetite. When sound risk management practices are in place a key question is for all organisations is: How do we get assurance regarding the effectiveness of these controls and mitigations? Assurance can of course come from a variety of sources, and the number and complexity of these also changes as an organisation grows. Boards and senior management can be overwhelmed by the number of reports from different sources providing assurance over different aspects of risks and issues leading them to think that associated risks are being controlled effectively when they may, in fact, not be. This is because the assurances are frequently not well coordinated, and there can be gaps and cracks, as well as overlaps. Even worse, some of the assurances may not match well against the underlying risk leading to inappropriate reliance. As technology allows organisations to monitor risks and develop controls in increasingly sophisticated ways, the job of getting the right assurance in the right place must also become more sophisticated. Assurance maps are designed to help businesses overcome these weaknesses and can create considerable value for the organisation. What is an assurance map? Assurance is an objective examination of evidence for the purpose of providing an independent assessment on governance, risk management and control processes for the organisation. An assurance map is a structured means of identifying and mapping the main sources and types of assurance in an organisation across the four lines of defence, and coordinating them to best effect. In a smaller or less complicated organisation, a full assurance map will not be needed. However, the same principles apply and the assurance mapping approach can still be a useful guide for thinking through the connection between risk management and assurance. While good risk management practices will help an organisation to identify and focus well on its major risks, good governance also requires effective management and mitigation of those risks. An effective and efficient framework is needed to give sufficient, continuous and reliable evidence of assurance on organisational stewardship and the management of the major risks to organisational success and delivery of improved, cost effective services. An assurance map is the tool that enables this evidence to be assembled. It also provides the evidence that may be needed to support: management confidence in their assertions; audit committee assurances to the board on the state of internal controls; and public statements by the board as to the state of internal control. An assurance map shows: key elements over which assurance is required. This will change depending on the type and size of organisation. The four lines of defence'. The details of who provides what can vary for each organisation. Any gaps where no assurance is provided. Further useful information can be added to enhance the example given, such as the quality of assurance provider and the outcome of the assurance. An example of a simple assurance map The benefits of assurance mapping An assurance map can provide a basis on which to communicate with stakeholders and begin quality conversations. This is because there are benefits for each of the groups (or the four lines of defence) that may make use of the map. Together they should enable the board to make more reliable and robust reports to its stakeholders about the organisation's state of internal control. The benefits of assurance maps for each group are set out in the presentation designed to promote the concept to senior management. Without an assurance map it is unlikely that the audit and risk committee will have access to a sufficiently well-structured analysis or evidence to enable them to evidence, safely, their satisfaction with the state of internal control. At the very least the assurance map will enable the members of the committee to focus on those specific areas that remain a concern. With an assurance map, the board will have evidence to support its assertions as to the state of internal control in any public reports and as communicated to the external auditors and shareholders. With a map, the assurance-related work of the individuals operating within the four lines of defence can be best directed to avoid overlaps. Preparing your assurance map An assurance map can be prepared within any level of an organisation – for the organisation as whole, key strategic and operational risks or at a divisional level. We will use the term "component" as a broad term to imply any level of organisation. An assurance map is not a form of assurance in itself. The assurance map provides a summary and analysis of the assurances being sought throughout the organisation or component assessed, but in and of itself, it does not provide any assurance. 10 steps to prepare your assurance map To support the creation of useful and relevant assurance maps, we have identified 10 key steps to follow: Identify your sponsor Determine your scope Assess the required/desired amount of assurance for each element Identify your assurance providers Identify your assurance activities Reassess your scope Assess the quality of your assurance activities Assess the aggregate actual amounts of assurance for each element Analyse the gaps and overlaps in assurance for each element Determine your course of action Maintenance and reassessment An assurance map is a live document that should be constantly reassessed and updated. At a minimum, it should be reassessed and approved annually, following the 10 steps to determine if there are new or changed elements, assurance providers or assurance activities. The desired or required amounts of assurance may also change for a variety of reasons, which would also lead to a new assessment of the map and updated action plan. Failure to embed the maintenance process in your organisation will waste much of the effort committed in creating the Map for the first time. Accordingly, the embedding process should start during the preparation of the assurance map itself. Read our summary of How to make your assurance map live Download a template assurance map Get started on following the 10 steps and preparing an assurance map for your organisation, by downloading a template assurance map. To learn more, get involved, or tell us what you think, please email tdaf@icaew.com Page reviewed September 2018. Next review due September 2019

Professional association This article has multiple issues. Please help improve it or discuss these issues on the talk page. (Learn how and when to remove these template messages) This article contains content that is written like an advertisement. Please help improve it by removing promotional content and inappropriate external links, and by adding encyclopedic content written from a neutral point of view. (April 2020) (Learn how and when to remove this template message) This article may have been created or edited in return for undisclosed payments, a violation of Wikipedia's terms of use. It may require cleanup to comply with Wikipedia's content policies, particularly neutral point of view. (December 2020) (Learn how and when to remove this template message) The Institute of Internal Auditors/Abbreviation/IAA/Formation/1941/Type/NGO/Headquarters/Lake Mary, Florida, United States/Coordinates/28°44'53.4228" N 81°21'44.586" W / 28.748173000°N 81.36238500°W / 28.748173000; -81.36238500/Coordinates: 28°44'53.4228" N 81°21'44.586°W / 28.748173000; -81.36238500/Region served/Global/Membership 214,026 (2020)/Official language English/President & CEO/Anthony J. Pugliese/Chairman of the Board/Charlie T. Wright (2021–2022)/Revenue USD \$52.19 million (2020)/Expenses USD \$49.29 million (2020)/Website/www.theiaa.org[1][2]

The Institute of Internal Auditors (IIA) is an organization which advocates, provides educational conferences, and develops standards, guidance, and certifications for the internal audit profession.[3] Mission The stated mission of The Institute of Internal Auditors is to provide "dynamic leadership" for the global profession of internal auditing. This includes: Advocating and promoting the value that internal audit professionals add to their organizations; Providing comprehensive professional education and development opportunities; standards and other professional practice guidance; and certification programs; Researching, disseminating, and promoting to practitioners and stakeholders knowledge concerning internal auditing and its appropriate role in control, risk management, and governance; Educating practitioners and other relevant audiences on best practices in internal auditing; Bringing together internal auditors from all countries to share information and experiences. The critical role of the IIA in establishing a corporate conscience for internal auditors has been explored by Kapoor and Brozzetti in the CPA Journal.[4] The IIA's annual report, Pulse of Internal Audit, is based on a survey of over 500 internal audit executives and identifies key risk areas.[5] In 2019, those risk areas were:[5] Cybersecurity and data protection Third-party risks Emerging and atypical risks Board and management activity History Established in 1941,[6] the IIA today serves more than 200,000 members [7] from more than 170 countries and territories. IIA's global headquarters are in Lake Mary, FL, United States. Anthony Pugliese is the President and CEO.[8][9] Pugliese succeeded Richard Chambers, in 2021. Previously, Pugliese was President and CEO of CalCPA. Professional certification The Certified Internal Auditor (CIA) is the primary professional designation offered by the IIA. The CIA designation is a globally recognized certification for internal auditors and is a standard by which individuals may demonstrate their competency and professionalism in the internal audit field. Identity To become a certified internal auditor, candidates must possess a four-year degree from an accredited institution as well as pass all three parts of the CIA exam.[10] Earning the CIA certification is intended to demonstrate a professional knowledge of the internal audit profession. CIAs are required to take continuing education courses. Many CIAs today are senior internal audit managers, Vice Presidents, Directors and Chief Audit Executives in top global MNC companies driving internal audit functions in their respective companies. The first CIA exam was given in 1974. Through December 31, 2019, over 165,000 CIAs have been awarded.[11] Internal Auditors who take and pass the CIA Part One exam can earn the designation of Internal Audit Practitioner.[12] In 2019, the IIA announced it would be changing the Internal Audit Practitioner program.[12] The program changes include a new exam and waiving of the educational requirement for active Internal Audit Practitioner designation holders applying for the CIA program.[12] The changes go into effect in 2020.[12] Other certifications In 2019, the IIA announced plans to change its Certification in Risk Management Assurance (CRMA) program.[12] The CRMA changes go into effect in October 2020, and will include a new exam and updated prerequisites and experience requirements.[12] Certification in Risk Management Assurance (CRMA) Qualification in Internal Audit Leadership (QIAL) Internal Audit Practitioner (IAP) Certification in Control Self Assessment (CCSA) Certified Government Auditing Professional (CGAP), for Government performance auditing and Government Auditors Certified Financial Services Auditor (CFSA) As of December 31, 2018, the CCSA, CFSA, and CGAP are no longer accepting new applications, and the 3 designations will be re-positioned into assessment-based certifications in the future.[13] IIA Region CIA CRMA QIAL Total Africa 4,300 631 19 4,950 Asia Pacific 82,174 4,511 11 86,696 Central & South America 1,739 739 3 2,481 Europe 19,995 3,180 476 22,651 Middle East 4,272 856 23 5,151 North America 56,536 6,756 52 63,343 Total[a] 173,048 16,674 584 190,306 ^a Total includes certifications where the countries do not belong to the IIA regions. Professional standards The IIA has two levels of professional guidances: (1) Mandatory Guidance (including the Standards) and (2) Strongly Recommended Guidance. The two levels of guidance constitute the IIA's International Professional Practices Framework (IPPF). Mandatory guidance The definition of internal auditing and the code of ethics[14] and the Standards[15] are mandatory for IIA members and internal audit organizations claiming to complete audits to IIA technical standards around the world. The guidelines and recommendations are recorded in what is referred to as the "Red Book." The Definition: Internal auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. The four principles of the IIA's Code of Ethics are Integrity, Objectivity, Confidentiality and Competency. The International Standards for the Professional Practice of Internal Auditing: Attribute standards Performance standards 1000 - Purpose, Authority, and Responsibility 2000 - Managing the Internal Audit Activity 1010 - Recognition of the Definition of Internal Auditing, the Code of Ethics, and the Standards in the Internal Audit Charter 2010 - Planning 1100 - Independence and Objectivity 2020 - Communication and Approval 1110 - Organizational Independence 2030 - Resource Management 1111 - Direct Interaction with the Board 2040 - Policies and Procedures 1120 - Individual Objectivity 2050 - Coordination 1130 - Impairments to Independence or Objectivity 2060 - Reporting to Senior Management and the Board 1200 - Proficiency and Due Professional Care 2070 - External Service Provider and Organizational Responsibility for Internal Auditing 1210 - Proficiency 2100 - Nature of Work 1220 - Due Professional Care 2110 - Continuing Professional Development 2120 - Risk Management 1300 - Quality Assurance and Improvement Program 2130 - Control 1310 - Requirements of the Quality Assurance and Improvement Program 2200 - Engagement Planning 1311 - Internal Assessments 2201 - Planning Considerations 1312 - External Assessments 2210 - Engagement Objectives 1320 - Reporting on the Quality Assurance and Improvement Program 2220 - Engagement Scope 1321 - Use of Conforms with the International Standards for the Professional Practice of Internal Auditing 2230 - Engagement Resource Allocation 1322 - Disclosure of Nonconformance 2240 - Engagement Work Program 1112 - Chief Audit Executive Roles Beyond Internal Auditing 2300 - Performing the Engagement IIA Glossary 2310 - Identifying Information 2320 - Analysis and Evaluation 2330 - Documenting Information 2340 - Engagement Supervision 2400 - Communicating Results 2410 - Criteria for Communicating 2420 - Quality of Communications 2421 - Errors and Omissions 2430 - Use of Conducted in Conformance with the International Standards for the Professional Practice of Internal Auditing 2431 - Engagement Disclosure of Nonconformance 2440 - Disseminating Results 2450 - Overall Opinions 2500 - Monitoring Progress 2600 - Resolution of Senior Management's Acceptance of Risks Strongly Recommended Guidance Position papers, practice advisories, and practice guides are Strongly Recommended Guidance that help define and explain the IIA standards. Additional sources of guidance includes a variety of materials that are developed and/or endorsed by the IIA, including research studies, books, seminars, conferences, and other products and services related to the professional practice of internal auditing. Practice guides As practice guides, 8 PGs, 15 GTAG (Global Technology Audit Guide), and 3 GAITs (Guide to the Assessment of IT Risk) have been issued in 2009 and 2010. GTAGs are written in straightforward business language to address a timely issue related to information technology (IT) management, control, and security. To date, the IIA has released GTAGs on the following topics: GTAG 1: Information Technology Controls GTAG 2: Change and Patch Management Controls: Critical for Organizational Success GTAG 3: Continuous Auditing: Implications for Assurance, Monitoring, and Risk Assessment GTAG 4: Management of IT Auditing GTAG 5: Managing and Auditing Privacy Risks GTAG 6: Managing and Auditing IT Vulnerabilities GTAG 7: Information Technology Outsourcing GTAG 8: Auditing Application Controls GTAG 9: Identify and Access Management GTAG 10: Business Continuity Management (BCM) GTAG-11: Developing the IT Audit Plan GTAG-12: Auditing IT Projects (Mar. 2009) GTAG-13: Fraud Prevention and Detection in an Automated World (December 2009) GTAG-14: Auditing User-developed Applications (June 2010) GTAG-15: Information Security Governance (June 2010) GTAG-16: Data Analysis Technology (August 2011) GTAG-17: Auditing IT Governance (July 2012) Auditing Smart Devices: An Internal Auditor's Guide to Understanding and Auditing Smart Devices (August 2016) Assessing Cybersecurity Risk: Roles of the Three Lines of Defense (September 2016) Understanding and Auditing Big Data (May 2017) Auditing Insider Threat Programs (August 2018) The IIA offers 31 General practice guides, 4 Financial Services guides, 4 Public Sector guides, 18 Global Technology Audit Guides (GTAG), 3 Guides to the Assessment of IT Risk (GAIT), and 2 guides for supplemental guidance.[16] Other initiatives Internal Audit Foundation The Internal Audit Foundation[17] is a not-for profit organization that promotes and advances the value of the internal audit profession globally. It supports research, grants and awards, and promotes internal auditing study at post-secondary institutions world wide. The 2020 Annual Report of the Foundation included white papers on auditing during the COVID pandemic.[18] American corporate governance index In December 2019, the IIA announced the results from its inaugural American Corporate Governance Index (ACGI).[19] The ACGI is a joint project of the IIA and the Neel Corporate Governance Center at the University of Tennessee, and grades companies on eight Guiding Principles of Corporate Governance.[20] The principles were compiled from guidance and principles from organizations like the Business Roundtable, National Association of Corporate Directors, and New York Stock Exchange. Scores were based on the survey responses of 128 chief audit executives.[19][21] The criteria included: board performance, external disclosures,

company wide communication, corporate culture, and long-term strategies.[22] The first report graded U.S. publicly listed companies overall with a C+.[19][20] See also Committee of Sponsoring Organizations of the Treadway Commission External audit, External auditor, Certified Public Accountant, and AICPA Internal Audit, Director of audit, Comptroller General, Inspector General Internal Control, Controller List of international professional associations References [↑] "Annual Reports". About the Profession. Institute of Internal Auditors. Retrieved 9 July 2021. [↑] "About The IIA". About the Profession. Institute of Internal Auditors. Retrieved 21 July 2020. [↑] "Membership". na.theiia.org. [↑] Kapoor, G., & Brozzetti, M. (2012) The Transformation of Internal Auditing. CPA Journal, 82(8). 32-35. [↑] a b "Audit executives concerned about emerging risks". Accounting Today. 2019-03-05. Retrieved 2020-02-28. [↑] Parker, S., & Johnson, L. A. (2017). The Development of Internal Auditing as a Profession in the U.S. During the Twentieth Century. Accounting Historians Journal, 44(2), 47-67. [↑] Cohn, M. (2019). IIA sees membership exceed 200,000. Accountingtoday.Com [↑] "What We Need Our Auditors to Do". www.governing.com. Retrieved 2020-04-16. [↑] "Internal Auditors global chief cautions about emerging risks". www.zawya.com. Retrieved 2020-04-16. [↑] dead link| [↑] "Certified Internal Auditor" (PDF). TheIIA. [↑] a b c d e f "IIA plans changes to certifications and exams for internal auditors next year". Accounting Today. 2019-11-20. Retrieved 2020-01-21. [↑] "CFSA, CGAP, CCSA Transition FAQs" (PDF). CCSA, CFSA, CGAP Transition. Institute of Internal Auditors. Retrieved 27 July 2020. [↑] "IIA Code of Ethics". IIA. Archived from the original on 4 May 2011. Retrieved 30 March 2011. [↑] "IIA standards". IIA. Retrieved 30 March 2011. [↑] "Supplemental guidance". IIA. Retrieved 6 March 2020. [↑] "Pages - Internal Audit Foundation". [↑] Internal Audit Foundation. 2020 Year in Review Internal Audit Foundation. 2020 Year in Review. Internal Audit Foundation: Lake Mary, FL, 2021. [↑] a b c "Corporate governance rated only C+ by auditors". Accounting Today. 2019-12-12. Retrieved 2020-04-20. [↑] a b Heller, Matthew (2019-12-12). "Governance Survey Grades Companies With C+". CFO. Retrieved 2020-04-20. [↑] "Corporate Governance Gets a C+ Grade from Institute of Internal Auditors". www.nysscpa.org. Retrieved 2020-04-23. [↑] "The Morning Ledger: Fed Decision Keeps Rates Steady, Sees Long Pause". cfo.cmail20.com. Retrieved 2020-04-23. External links The Institute of Internal Auditors (IIA) - and The IIA's Code of Ethics Internal Audit Foundation New York State Internal Control Association Essays on Common Sense Management regarding Internal Control Internal Audit Training Courses across EMEA The Chartered Institute of Internal Auditors Retrieved from "

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