

Working with Internal Audit

Questions you should ask about the Audit scope

Key questions	Who to ask	Response to look for
How did you develop the plan and priorities the audits? What involvement did management have?	Head of Internal Audit or Outsourced Partner	A clear explanation of the risk assessment process used to develop the plan, as well as evidence of adequate, but not domineering, involvement of management.
What are the top five reviews of your assessment process that did not make it into this year's plan?	Head of Internal Audit or Outsourced Partner	A discussion of those reviews that 'just' missed out on this year's plan. There may be justification for conducting these reviews and reprioritising.



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Questions you should ask about internal findings and recommendations

Key questions	Who to ask	Response to look for
In the reports you are presenting at this audit committee meeting, has management agreed to all findings reported?	Head of Internal Audit or Outsourced Partner	Yes. If the answer is no, appropriate reasons are required.
How long has it taken for you to finalize each of the reports presented?	Head of Internal Audit or Outsourced Partner	An explanation for any undue delays. The time it takes to finalize a report is often a sign of pushback from management.



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Questions you should ask about internal findings and recommendations

Key questions	Who to ask	Response to look for
In your professional opinion, are management's reasons for not actioning findings by their resolution date appropriate?	Head of Internal Audit or Outsourced Partner	Yes. If the answer is no, the findings in question should be discussed and a revised deadline for action/follow-up agreed.
What process do you undertake to confirm that agreed actions have been implemented?	Head of Internal Audit or Outsourced Partner	Internal audit cannot physically verify all previous findings. At a minimum, the next visit/audit scope should include the follow-up of previous findings.



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Questions you should ask about internal audit effectiveness

Key questions	Who to ask	Response to look for
What co-operation do you receive from both C-Suite and operational management?	Head of Internal Audit or Outsourced Partner	Good co-operation at all times. However, differences of opinion will always surface. These should be explained so the committee can assess the stance of each party and how they work together. Serious differences of opinion need to be resolved.
Have you experienced any circumstances where management was less than co-operative?	Head of Internal Audit or Outsourced Partner	Examples will help to clarify the issues and the working relationship.
Have any of your requests for information been denied?	Head of Internal Audit or Outsourced Partner	No. Internal audit should have the ability to review all information it requests. The charter should also reinforce this. If concerns are expressed, the audit committee should consider their impact and how they can be resolved.

