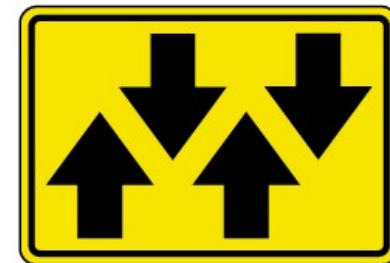# Institute of Internal Auditors Belgium

Implementation Challenges

F. Deliën - QPMC

Implementation Challenges

Mission

- Corporate Audit & Risk Management mission

Business processes to deliver expected outcome

Implementation Challenges

Implementation

- Corporate tends to "scatter" protection:

  - Overall Risk Management
  - Business specific Risk Management
  - IT Audit
  - Internal Audit
  - External Audit
  -

- Each Unit usually having its own "best practice"

Implementation Challenges
Success Factors

- Critical Components to be successful, either globally or individually as a Unit:

Road map covering organisational success factors	Management Information Model enabling effective organisational response	Appropriate assessment models with facts & math scores

Implementation Challenges

Roadmap

- ## Audit & RM Practice Roadmap

Planning	Programme Definition	Ad-hoc Redirection	Work Scheduling
Modelling	Developing Assessment Models	Managing Assessment Intelligence	Toolkit Distribution
Assessing	Field Assessment	Workshop Assessment	Self Assessment
Correcting & Preventing	Operational Plan Progress Tracking		Programme Progress Tracking
Analysing	Trend analysis	Benchmarking	Operational Effectiveness
Supporting	Technical Support		Contextual Support
Enabling	Tools & Techniques	Process Flows	Operational Coaching

Q-Project
Management Consulting

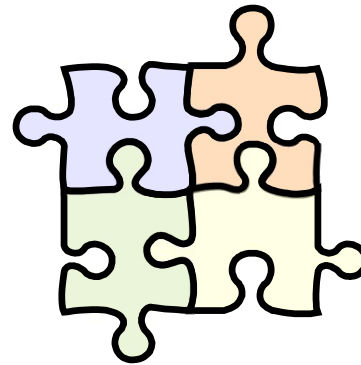method ware
making
assessment
simple

Implementation Challenges

Management Information Model

- Management Process Players

Board

Events

Sr. Management

Internal Parties

Audit/RM Unit

External Parties

Implementation Challenges

- Assessment, Tracking & Analysis Toolkit

  - Any means addressing roadmap component needs will do (preferably integrating with existing systems)

  - CSF is Assessee understanding of risks/processes & related controls in his business context (framework translation)

  - Tracking of <u>consolidated</u> findings and actions is a must

  - Facility for Consolidation & Analysis of results recommended

  - Management Information storage/retrieval required

  - **Automation of chaos = exponential multiplication of frustration at all levels**

IIA Belgium Software Watch Day

Implementation Challenges

- Sample - Programme Definition

Programme Definition	

Define Programme Objectives:	What are we trying to achieve?
	  ▪ What are we trying to find and counter? (what keeps us awake at night)
	  ▪ What reaction times times are required?
	  ▪ What are the competitive elements?
	  ▪ What is the investment size required to improve our night rest?

Define Assessment Approach(es):	Do we need
	  ▪ Field Assessment
	  ▪ Workshop Assessment
	  ▪ Self Assessment
	
	Do we use
	  ▪ Bottom-up approach
	  ▪ Top-down approach
	
	Do we need to assess
	  ▪ Business processes
	  ▪ Risks
	  ▪ Product lines
	  ▪ Product Life Cycles
	  ▪ Business Units
	  ▪ Functions
	  ▪

Set-up Overall Process & Plan (Programme):	Combine Objectives and Approaches into tactics to efficiently and timely detect and react to what keeps us awake at night.

Implementation Challenges

Who does what when and how

- Sample – Manage Operational Plan Execution
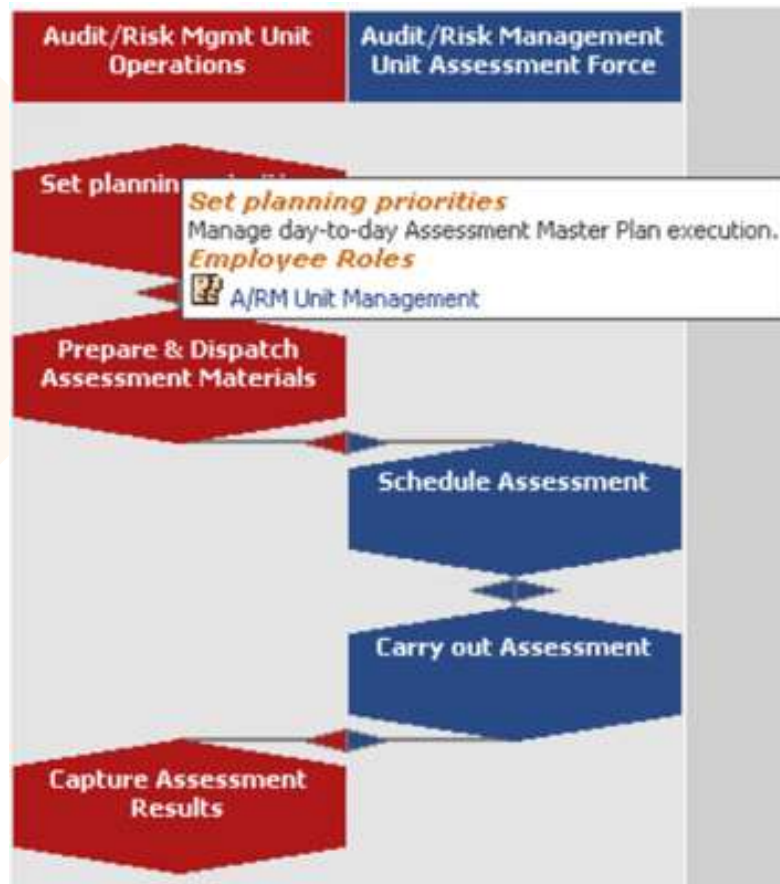
Implementation Challenges

Questions

Materials available
from QPMC website
www.q-project.be/IIASWD