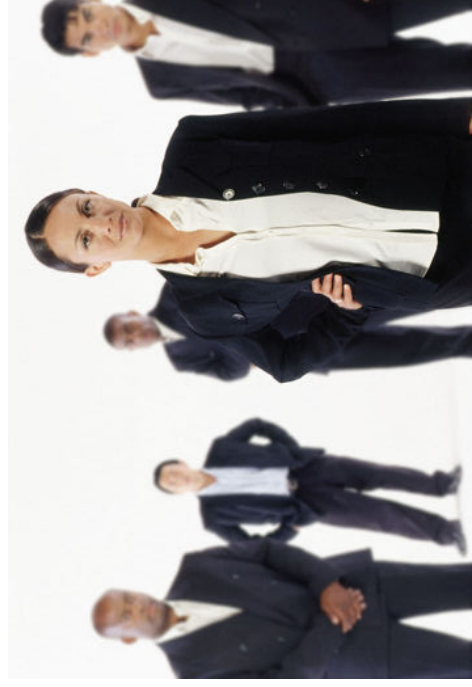# protiviti®

Independent Risk Consulting

Introduction to IT Audit
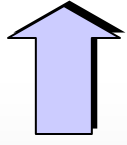
January 23, 2008

Who We Are

- Randy Roehm – Technology Risk Director
- Jason Brucker – Technology Risk Manager
- Zeb Buckner – Internal Audit Consultant
  - Zeb.buckner@protiviti.com
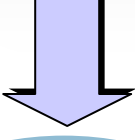- Darcie Allen – Denver HR & Recruiting Lead

Protiviti Overview

Large Firm:
- Methodologies & tools
- Experienced professionals
- Depth of consulting services
- Financial stability
- Global presence

Specialist firms:
- Responsive client service
- Lack of SEC restrictions
- Independent from attest & tax services
- Better teaming
- Focus on core offerings

protiviti ℠
Independent Risk Consulting

Protiviti combines the strengths of the Big Four and independent alternatives… without compromise

Consulting
- Finance Transformation
- Operational Risks
- IT Strategy Services
- Business Intelligence
- Enabling Technologies
- Governance Risks and Controls

Internal Audit
- Internal Audit Start-Up
- Co-Sourcing
- Outsourcing
- Internal Audit Transformation
- Risk Assessment

protiviti ®
Independent Risk Consulting

3

About Protiviti

- Client engagements vary in size: typically $75K to several million.

- Protiviti's revenues for fiscal year 2006 were over $0.5 billion.

- More than 3,000 professionals worldwide.

- Wholly owned subsidiary of Robert Half International Inc.

- Protiviti was listed as one of Businessweek's top 100 places to start a career in 2006 and 2007.

protiviti®
Independent Risk Consulting

Example Clients

Our clients include more than 20% of all Fortune 1000 companies; more than 25% of all Fortune 500 companies; and more than 35% of all Fortune 100 companies. *

AVNET

CNF

Charter COMMUNICATIONS

FORTUNE BRANDS

Duke Energy

BRINKER INTERNATIONAL.

CENDANT

CenterPoint Energy

elpaso

MGM MIRAGE

John Hancock

Dominion Resources

EMC²

MAY

Sempra Energy

PACCAR Inc

Level(3) COMMUNICATIONS

Longs Drugs

Marriott

RITE AID

RYLAND

Williams

Tyson Foods, Inc.

Qwest.

RadioShack.

Reliant Energy

U·S AIRWAYS

Walgreens The Pharmacy America Trusts

UnitedHealth Group℠

Xcel Energy℠

Washington Mutual

protiviti®
Independent Risk Consulting

Protiviti Locations

SEATTLE
PORTLAND
SAN FRANCISCO
SILICON VALLEY/
SANTA CLARA
SACRAMENTO
LOS ANGELES
PHOENIX

SALT LAKE CITY
DENVER

MINNEAPOLIS
MILWAUKEE
CLEVELAND
CHICAGO
ST. LOUIS
CINCINNATI
KANSAS CITY

WATERLOO
TORONTO

DALLAS
HOUSTON

MEXICO CITY

BOSTON
NEW YORK
WOODBRIDGE
STAMFORD
PHILADELPHIA
PITTSBURGH
BALTIMORE
VIENNA
ALEXANDRIA
RICHMOND
ATLANTA

FT. LAUDERDALE
TAMPA
ORLANDO

*CARACAS

*LIMA

SÃO PAULO

LONDON

AMSTERDAM
DÜSSELDORF
FRANKFURT
MUNICH

PARIS

MILAN
ROME
TURIN

*DUBAI

NEW DELHI

MUMBAI

SEOUL

BEIJING
SHANGHAI
SHENZHEN

HONG KONG

TOKYO
OSAKA

SINGAPORE

BRISBANE
CANBERRA
SYDNEY
MELBOURNE

PROTIVITI
*PROTIVITI ALLIANCE

protiviti®
Independent Risk Consulting

Definition of Internal Auditing

"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 process."

– The Institute of Internal Auditors

Definition of IT Audit

"Information Technology (IT) internal auditing helps a company understand the key **technology risks** and how well the company is **mitigating and controlling** those risks. IT internal audit also provides insight into the threats inherent in today's highly complex technologies."

- Protiviti IT Audit Services

Definition of Internal Control

"**Internal control** is a process, effected by an entity's board of directors, management and other personnel, designed to provide reasonable assurance regarding the achievement of [business] objectives in the following categories:

- Effectiveness and efficiency of operations
- Reliability of financial reporting
- Compliance with applicable laws and regulations."

- Committee of Sponsoring Organizations (COSO)

protiviti®
Independent Risk Consulting

Key Publications / Resources

- COSO
- COBIT
- ITIL
- Val IT
- ITPI

Val IT™
BASED ON COBIT®

COBIT

ITPI Research Report
IT Controls Performance Study
When IT control activities improve IT operations, security and audit performance measures
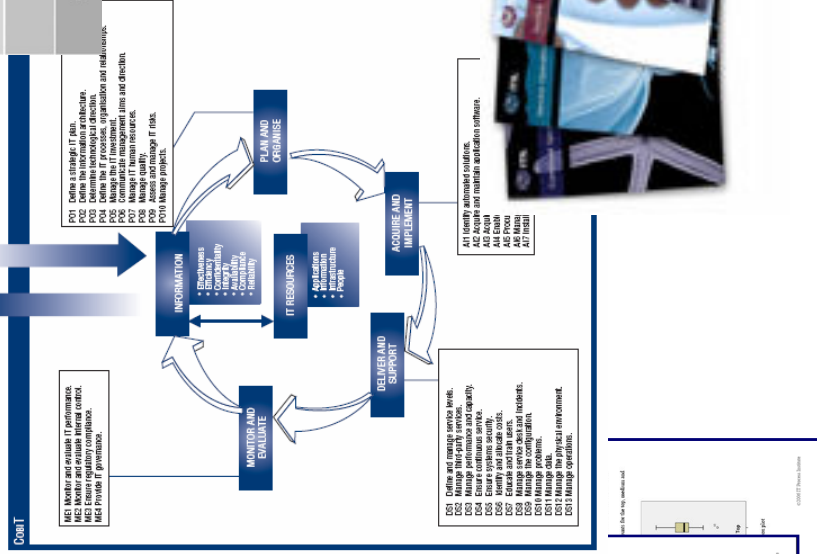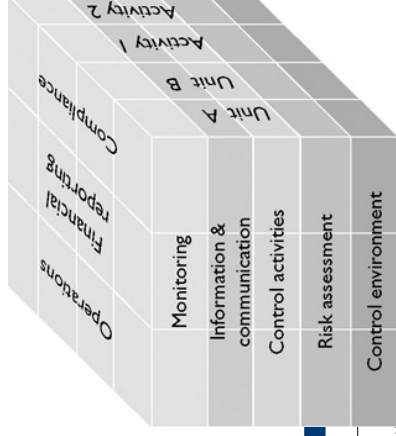
protiviti®
Independent Risk Consulting

Internal Controls & Performance

The IT Process Institute (ITPI) is a non-profit organization with the mission to *"advance IT management science through independent research, benchmarking, and prescriptive guidance."*

Top Performers
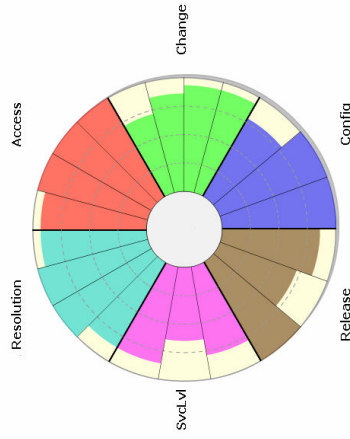
Medium Performers
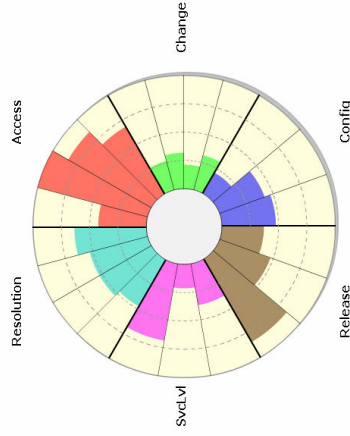
Low Performers
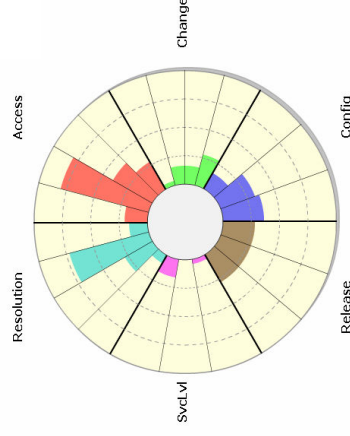
- Differentiating Factors – Top Performers vs. Medium Performers
  - The activities that "sustain and continually improve their control systems"
  - These are activities such as enforcing processes and consistent use of other controls to proactively stabilize the IT environment
- Differentiating Factors – Medium Performers vs. Low Performers
  - The activities that organizations use to "build their control systems"
  - These are activities such as defining processes, roles and service levels

protiviti®
Independent Risk Consulting

Protiviti Tools

- Protiviti Technology Risk Model

- Process Classification Scheme

- Capability Maturity Model

- 6 Elements of Infrastructure

- KnowledgeLeader

Protiviti Technology Risk Model

protiviti®
Independent Risk Consulting

Process Classification Scheme (PCS)

Universal Processes

- 1.0 Understand Markets & Customers
- 2.0 Develop Vision & Strategy
- 3.0 Develop & Manage Human Resources
- 4.0 Manage Information Technology & Resources
- 5.0 Manage Financial, Accounting & Tax Functions
- 6.0 Manage Fixed Assets & Facilities
- 7.0 Manage External Relations
- 8.0 Manage Internal Audit & Enterprise Wide Risk

Industry Processes

- Communication
- Energy & Utility
- Financial Services & Real Estate
- Government, Education & Not-For-Profit
- Healthcare
- Manufacturing, Distribution & Technology
- Media, Hospitality & Professional Services
- Packaged Consumer Goods & Retail
- Other Industries / Generic

- 4.1 Define IT Strategy & Organization
- 4.2 Manage Security & Privacy
- 4.3 Deploy & Maintain Solutions
- 4.4 Manage IT Infrastructure
- 4.5 Manage IT Assets
- 4.6 Support End Users
- 4.7 Ensure Continuity

- 4.4.1 Manage Data Center Operations
- 4.4.2 Manage Technical Infrastructure
- 4.4.3 Performance Planning/Monitoring
- 4.4.4 Project Management Risk

6 Elements of Infrastructure

Business Strategies and Policies	Business Processes & Controls	People & Organizational Structure	Management Reports	Methodologies	Systems and Data

Resulting Business Risk if component is deficient:

- **Process does not achieve strategy**
- **People cannot perform process**
- **Reports do not provide information for effective management**
- **Methodologies do not adequately analyze information**
- **Information is not available for analysis and reporting**
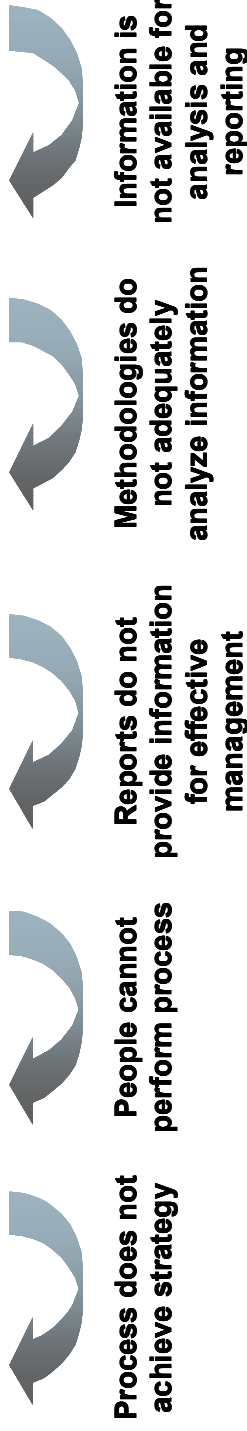
The "6 Elements of Infrastructure"

- Describes the components needed to ensure quality & risk management
- Are generally designed *from left to right* as shown above
- Each component contributes to the overall process maturity of each area
- Describes the "necessary ingredients" for mitigating risk to strategies the business deems critical

protiviti®
Independent Risk Consulting

Capability Maturity Model

Capability Level	Capability Description
Optimizing	**CONTINUOUS IMPROVEMENT** Continuously improving controls enterprise-wide
Managed	**QUANTITATIVE** Risks managed quantitatively enterprise-wide "Chain of accountability"
Defined	**QUALITATIVE/QUANTITATIVE** Policies, process and standards defined and institutionalized -- "Chain of certification"
Repeatable	**INTUITIVE** Process established and repeating; reliance on people continues -- Controls documentation lacking
Initial	**AD HOC/CHAOTIC** Control is not a priority -- Unstable environment leads to dependency on heroics

← Capability Maturity

Derived from Carnegie Mellon capability maturity model

KnowledgeLeader

- Overview of KnowledgeLeader (KL)
  - Subscription based information website
    - Free to students and professors
  - Aids the Internal Auditor by providing
    - Audit programs
    - Checklists
    - Tools
    - Resources
    - Best practices
  - Risk management professionals can save time, manage risk, and add value
  - KL Demo at end of presentation (time permitting)

Protiviti IA Methodology

Embrace IIA Standards

Attribute	Performance	Implementation	Practice Advisories

Entity Level

Plan and Create Infrastructure

COSO ERM

CHANGE

ENTITY OBJECTIVES

Identify and Assess Risk

Control Self Assessment

Create Overall Internal Audit Plan

Process/ Location/ Transaction/ Level

Planning
- Understand Analyze Activity
- Set Objectives and Plan
- Identify and Prioritize Risks

Execution / Field Work
- Identify Controls and Evaluate
- Test Controls

Reporting
- Report

Monitor and Follow-up

Oversight	Insight	Foresight

Add Value

Audit Planning

Embrace IIA Standards

Attribute	Performance	Implementation	Practice Advisories

Entity Level

- Plan and Create Infrastructure

COSO ERM — Identify and Assess Risk
- OBJECTIVES
- ENTITY
- ACTIVITY

Control Self Assessment

- Create Overall Internal Audit Plan

Process/ Location/ Transaction/ Level

Planning

- Understand Analyze Activity
- Set Objectives and Plan
- Identify and Prioritize Risks
- Identify Controls and Evaluate
- Test Controls
- Report
- Monitor and Follow-up

Oversight	Insight	Foresight

Add Value

Audit Planning

Objective

Understand project environment, objectives, and scope. Identify process best practices. Identify information needed to carry out the audit.

Approach

| Understand and Analyze Activity | Set Objectives and Plan | Identify and Prioritize Risks |

Value

A risk-based audit approach focuses an audit on significant risk areas, efficiently utilizing resources to produce effective results that ultimately add value to the client's organization.

protiviti®
Independent Risk Consulting

Key Audit Planning Activities

- Conduct the planning meeting with the client to:

  - Determine objectives and scope

  - Understand the key risks (e.g., questionnaires)

  - Request relevant background information / documentation (e.g., past audit findings, org charts, system diagrams, etc.)

- Create the planning and scoping memo

- Create work program

- Determine budget and resource allocation

- Send audit notification letters

protiviti®
Independent Risk Consulting

Key Planning Documents / Outputs

- Meeting notes / minutes
- Planning memo
  Microsoft Word Document
- Work program
  Microsoft Word Document
  - Examples:
    - IT General Controls
      Microsoft Word Document
    - IT Change management
      Microsoft Word Document
    - Disaster recovery
      Microsoft Word Document
    - Windows security
      Microsoft Word Document
- Budget / staffing plan
  Microsoft Excel Worksheet
- Notification letter

Execution / Field Work

Embrace IIA Standards

Attribute	Performance	Implementation	Practice Advisories

Entity Level

- Plan & Create Infrastructure
- COSO ERM — Identify and Assess Risk (CHANGE / OBJECTIVES / SCS Control Self Assessment)
- Create Overall Internal Audit Plan

Process/ Location/ Transaction/ Level

- Understand Analyze Activity
- Set Objectives and Plan
- Identify & Prioritize Risks
- Identify Controls & Evaluate
- Test Controls
- Report
- Monitor & Follow-up

Execution / Field Work

Oversight	Insight	Foresight

Add Value

Execution / Field Work

Objective

Perform an evaluation to verify that, for each control objective / risk, controls are designed and operating effectively so there is reasonable assurance that the risk is mitigated to an acceptable level.

Approach

```
Identify          Assess            Develop Test       Evaluate
Relevant          Control           Plans for          Control
Controls          Design            Controls           Operating
                  Effectiveness     Designed           Effectiveness
                                    Effectively
```
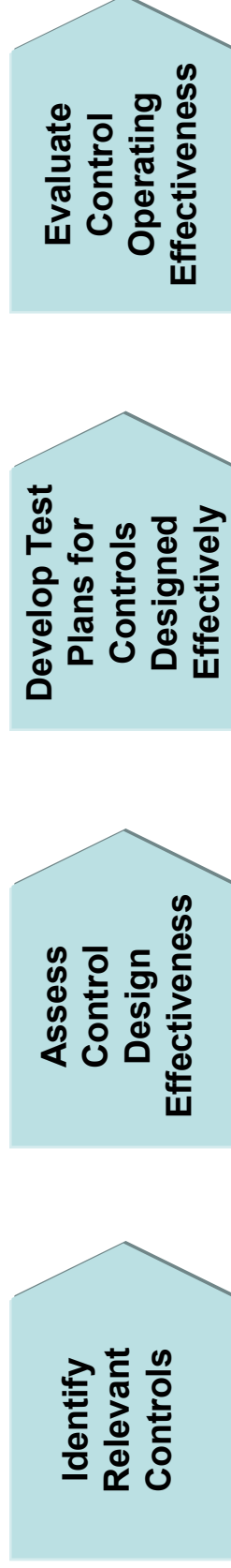
Value

Field work provides internal auditors with the opportunity to identify findings and value added recommendations to the client. These form the basis for well supported conclusions and recommendations.

protiviti®
Independent Risk Consulting

Key Field Work Activities

- Gain a detailed understanding of the audited area

- Identify and document risks & controls:
  - Determine control characteristics
  - Populate a risk & control matrix (RCM)

- Evaluate control design effectiveness, including linkage to control objectives / risks

- Identify testing steps to validate control operating effectiveness

- Execute testing:
  - Acquire and evaluate data / control evidence
  - Create workpapers
  - Document observations & findings
  - Validate findings with auditee

Documenting Controls

- **What** – What does the control do? Is it preventative or detective?

- **How** – How is the control performed? What is the evidence?

- **Who** – Who performs the control? What is their title?

- **Why** – What is the objective of the control?

- **When** – How frequently is the control performed?

protiviti®
Independent Risk Consulting

Characteristics of Effective Controls

- Relevant to the control objective / risk under review

- Performed frequently enough

- Personnel performing them have adequate knowledge and experience

- Appropriate segregation of duties exist

- Errors are identified and remediated in a timely manner

- Reliable information is used to perform the control

protiviti ®
Independent Risk Consulting

Relative Strength of Controls

Weaker	Stronger
Manual control	Automated control
Performed by junior personnel	Performed by senior personnel
Detective control	Preventative control
Complex: many steps	Simple: one step
High Level	Transactional Level
Uses Sampling	100% Coverage
Takes place later	Performed real time

Develop a Test Plan

- A well-developed test plan:

  - Considers control objectives / risks and how controls accomplish those objectives or mitigate the risks

  - May test numerous controls

  - Identifies the population, sample size, and sample selection methodology for the test

  - Describes each step the auditor is to perform

  - Verifies the reports used for sample selection are accurate and reliable

  - Includes *only* effectively designed controls from the RCM; ineffectively designed controls should be noted as audit findings

protiviti®
Independent Risk Consulting

Types of Tests

Testing Technique	Explanation	Documentation Requirements	Examples
Inquiry	Ascertain whether a control is in place by asking specific oral or written questions	Who was interviewed, when the interview took place and information they provided	Interview key personnel to understand the controls surrounding a particular process
Observation	Direct viewing of control being performed	Who, when & what was observed	*Automated:* Observe all field edit check works when invalid data entered *Manual:* Security of blank check stock
Inspection/ Examination	The inspection of records, documents, reconciliations, and reports for <u>evidence</u> that a control has been properly applied.	Who, when & what. Details of items tested. Level of detail must be sufficient to support conclusion and allow someone else to re-perform your test.	Select a sample of contracts and verify that key controls were performed: • Contract was signed (Validity) • All key fields were completed (Completeness)
Re-performance	The repetition of a control performed by an employee or a computer or system.	What & how. Details of items tested. Level of detail must be sufficient to support conclusion and allow someone else to re-perform your test.	• Recalculating a bank reconciliation, tracing back to bank statements, and general ledger balance

protiviti®
Independent Risk Consulting

Documenting Findings: The 5 C's

Condition	Statement of the issue
Criterion	Description of what should be
Consequence	Explanation of the significance or impact
Cause	Explanation of what allowed the condition to occur
Corrective Action	Description of action necessary to correct the condition

protiviti®
Independent Risk Consulting

Example Issue Write-Up Statement

Condition	15% of the development team has "write" access to the production environment.
Criterion	The corporate IT security policy dictates that access should be granted according to "least privilege" and developers should not have "write" access to the production environment.
Consequence	Unauthorized developer activity may introduce unstable and/or malicious changes to the production environment.
Cause	Developer production access was not reviewed and eliminated when the IT security policy was implemented.
Corrective Action	The system security administrators will review and disable all developer "write" access in production, and the VP of IT will conduct monthly access reviews to verify no developers have improperly obtained "write" access to production.

protiviti®
Independent Risk Consulting

Key Field Work Documents / Outputs

- Risk & control matrices (RCMs)

- Testing memoranda / lead sheets

- Workpapers / testing documentation:

  – Data analyses (e.g., spreadsheets)

  – Narratives / procedures

  – Process maps

  – System output (e.g., reports, log files)

- Issue tracker / testing summary

- Completed work program

protiviti®
Independent Risk Consulting

Reporting

Embrace IIA Standards

Attribute	Performance	Implementation	Practice Advisories

Entity Level

Plan & Create Infrastructure

COSO ERM

Identify and Assess Risk

OBJECTIVES
ENTITY
Control Self Assessment
CHANGE

Create Overall Internal Audit Plan

Process/ Location/ Transaction/ Level

Understand Analyze Activity

Set Objectives and Plan

Identify & Prioritize Risks

Identify Controls & Evaluate

Test Controls

Report — *Reporting*

Monitor & Follow-up

Oversight	Insight	Foresight

Add Value

Reporting

Objective

Summarize and present issues, observations and value-added recommendations based upon fieldwork, sound analysis and business judgment.

Approach

```
Determine which     →     Link Issues to     →     Develop and
issues to Report          Objectives                Present
                                                     Recommendations
```

Value

High quality reporting is responsive to specific client needs and is well supported by analysis and test procedure results. Internal audit reports provide companies with a powerful mechanism for making decisions to improve their ability to achieve business objectives.

Compelling Recommendations

- Actionable

- Supported with sufficient evidence

- Focused on the root cause

- Appropriate level of management is involved in issue identification early on

- In line with client priorities and objectives

- Are items the client is ready or able to make changes

- Based on objective and accurate information

- May offer near-term and long-term solutions

Goal of our audit report:

To report facts in a manner that puts management in a position to reach informed conclusions on their own

protiviti®
Independent Risk Consulting

Adding Value with Recommendations

- How can the process measurements and controls be modified or enhanced?

- What are other companies doing (e.g., benchmarks, standards)?

- Are you missing out on some best practices?

- Where is this process going?

- Can it scale as the company grows?

- Will current controls be adequate in the future?

- What planned or future changes need to be considered?

protiviti®
Independent Risk Consulting

protiviti®

Independent Risk Consulting

Activity:
KnowledgeLeader Research

Knowledge Leader (KL)

protiviti®
Independent Risk Consulting

KL – Home Page

protiviti®
Independent Risk Consulting

KL - Tools

KnowledgeLeader℠ provided by protiviti®

Home | Topics | Tools | Publications | News | Standards & Training | KL+ | University Center

About KnowledgeLeader | Contact Us | Site Map | Help | My Account | Logout

Search   Advanced

Home > Tools

Tools

This page contains selected tools from the 8 tool types available on KnowledgeLeader. The tools on KnowledgeLeader are available to download, repurpose, and customize to fit your organization's needs. To view the full list of each tool type, please select the "View All" links.

Charters
Audit Committee Charter
Compensation Committee Charter
Disclosure Committee Charter
Internal Audit Charter Guide and Sample
Nominating and Governance Committee Charter

Displaying 5 of 27. View All By: Title | Date | Topic

Work Programs
Application Controls
AuditNet Premium Content
Controls Monitoring Quarterly Assessment
Entity-Level Controls
Privacy Controls

Displaying 5 of 201. View All By: Title | Date | Topic

Checklists
Audit Committee Self-Assessment Checklist
Chief Audit Executive IT Control Checklist
Fraud Schemes and Scenarios
Self-Assessment Checklist
Ten Best Practices for Enterprise Intrusion Prevention

Displaying 5 of 74. View All By: Title | Date | Topic

Policies & Procedures
Credit Risk
Delegation of Authority
Fraud Policy Statement
Injury and Illness
Portable Computing Device Security

Displaying 5 of 257. View All By: Title | Date | Topic

Guides
COSO Framework Description
COSO Internal Control Framework Overview
Guide for Documenting Processes and Controls for Sarbanes-Oxley
How to Standardize Documentation for Internal Controls
TCM Audit Principles (TCM Audit Top 10")

Displaying 5 of 230. View All By: Title | Date | Topic

Questionnaires
End-of-Audit Feedback Survey
Entity Level Controls - Risk Assessment Questionnaire
Inventory Management Control Questionnaire
IT General Controls Questionnaire
Treasury Process Controls Questionnaire

Displaying 5 of 149. View All By: Title | Date | Topic

Methodologies & Models
Capability Maturity Model
Process Level Internal Audit Methodology
Protiviti Risk Model℠
Six Elements of Infrastructure
SOX Section 404 Compliance Initiatives Methodology

Displaying 5 of 15. View All By: Title | Date | Topic

Samples
Entity-Level Fraud Risk Assessment Process
Strategic Internal Audit Plan
Process Level Documentation Requirements Memo
Segregation of Duties Matrix
Risk Assessment Survey Template - Sample

Displaying 5 of 116. View All By: Title | Date | Topic

Home | Topics | Tools | Publications | News | Standards & Training | KL+ | University Center | About KnowledgeLeader | Contact Us | Site Map | Help
2008 Protiviti Inc. EOE All Rights Reserved. Access Agreement | Privacy Policy

protiviti®
Independent Risk Consulting

KL – Publications

KL – University Center

protiviti®
Independent Risk Consulting

KL – Standards & Training

Standards & Training - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites

Address http://www.knowledgeleader.com/KnowledgeLeader/Content.nsf/Web+Content/Standards-Training/OpenDocument&header

Go   Links

KnowledgeLeader℠ provided by **protiviti®**

About KnowledgeLeader | Contact Us | Site Map | Help | Help | My Account | Logout

Search   Advanced

Home | Topics | Tools | Publications | News | **Standards & Training** | KL+ | University Center

Home > Standards & Training

Standards & Training

Standards, Organizations, and External Resources

International Internal Auditing Standards
The Standards represent the basic principles of the practice of internal audit. They are intended to provide a framework for internal audit activities, establish the basis for evaluation of internal audit performance, and foster improved organizational processes and operations. The Standards consist of Attribute Standards, Performance Standards, and Implementation Standards and are part of The IIA's Professional Practices Framework.

Audit & Accounting Standards & Organizations
This page provides links to authoritative auditing and accounting standards set forth by domestic and global organizations and associations.

Technology & Security Standards & Key Guidelines
This page provides links to authoritative IT standards, principles, and guidelines set forth by domestic and global organizations and associations.

Accounting Updates
The accounting updates are provided courtesy of Accounting Research Manager, a subscription service that provides a timely and comprehensive online database of analytical accounting, auditing and SEC information as well as authoritative literature. KnowledgeLeader members are eligible to receive a 15% discount.

Laws & Regulations
This page provides information on and links to major U.S. and international laws, regulations, and statues in the areas of corporate governance, privacy, security, fraud, intellectual property, and other risk-related areas.

Best Business Links
KnowledgeLeader contains links to more than 200 web sites of organizations involved in all areas of risk management, from large government departments such as the Federal Bureau of Investigation (FBI) and international agencies such as the World Intellectual Property Organization (WIPO), to numerous commercial and not-for-profit entities from around the world.

KnowledgeLeader Bookstore
Barnes&Noble provides KnowledgeLeader with a custom online bookstore that offers special discounts on audit, accounting, and risk management titles. All KnowledgeLeader members enjoy free or discounted shipping on orders.

Training & Education

KnowledgeLeader Plus (KL+)
KL+ is the combined offering of KnowledgeLeader, and the CPE Courses offered through the iTraining Site. KL+ allows customers of KnowledgeLeader to have full access to the iTraining courses - focused on Sarbanes-Oxley, Internal Audit and Cost Accounting.

ExamMatrix Professional Certification Examination Preparation Materials
ExamMatrix specializes in computer-based professional certification examination preparation software for the Certified Internal Auditor (CIA), Certified Information Systems Auditor (CISA), Certified Public Accountant (CPA), Chartered Financial Analyst (CFA®), and more. The review software enables individuals to study anytime, anywhere by leveraging the ExamMatrix review software to study on the go. ExamMatrix stands behind the certification review software and reference books by offering a pass-or-refund guarantee. KnowledgeLeader members are eligible to receive a 25% discount.

MicroMash Online CPE Courses
Stay up-to-date with continuing education by taking self-paced courses covering the areas of accounting, taxation, fraud, auditing, management, and personal development. The courses are offered to KnowledgeLeader members at a discount, through our partnership with MicroMash. The CPE courses can be downloaded to your computer or taken online.

Training Organizations
This page provides descriptions and links to major organizations offering professional and personal development training courses. Review this section for ideas on training courses you may want to pursue to enhance your knowledge and qualifications.

Conferences & Events
This page links you to the organizations that sponsor conferences and events for internal audit, IT audit and finance professionals.

Certifications
A list of Professional Certifications, which includes information on and links to major accounting, auditing, financial services, information technology and security certifications.

University Center
Protiviti allows professors and their students the opportunity to use the resources available on KnowledgeLeader to help enhance their curriculum and help students further their studies in internal audit, IT audit, and accounting.

Home | Topics | Tools | Publications | News | Standards & Training | KL+ | University Center | About KnowledgeLeader | Contact Us | Site Map | Help
2008 Protiviti Inc. EOE All Rights Reserved. Access Agreement | Privacy Policy

start   Inbox - Microsoft Out...   4 Internet Explorer   5 Microsoft Office ...   Microsoft PowerPoint ...   iShare - Denver - Moz...   9:28 AM

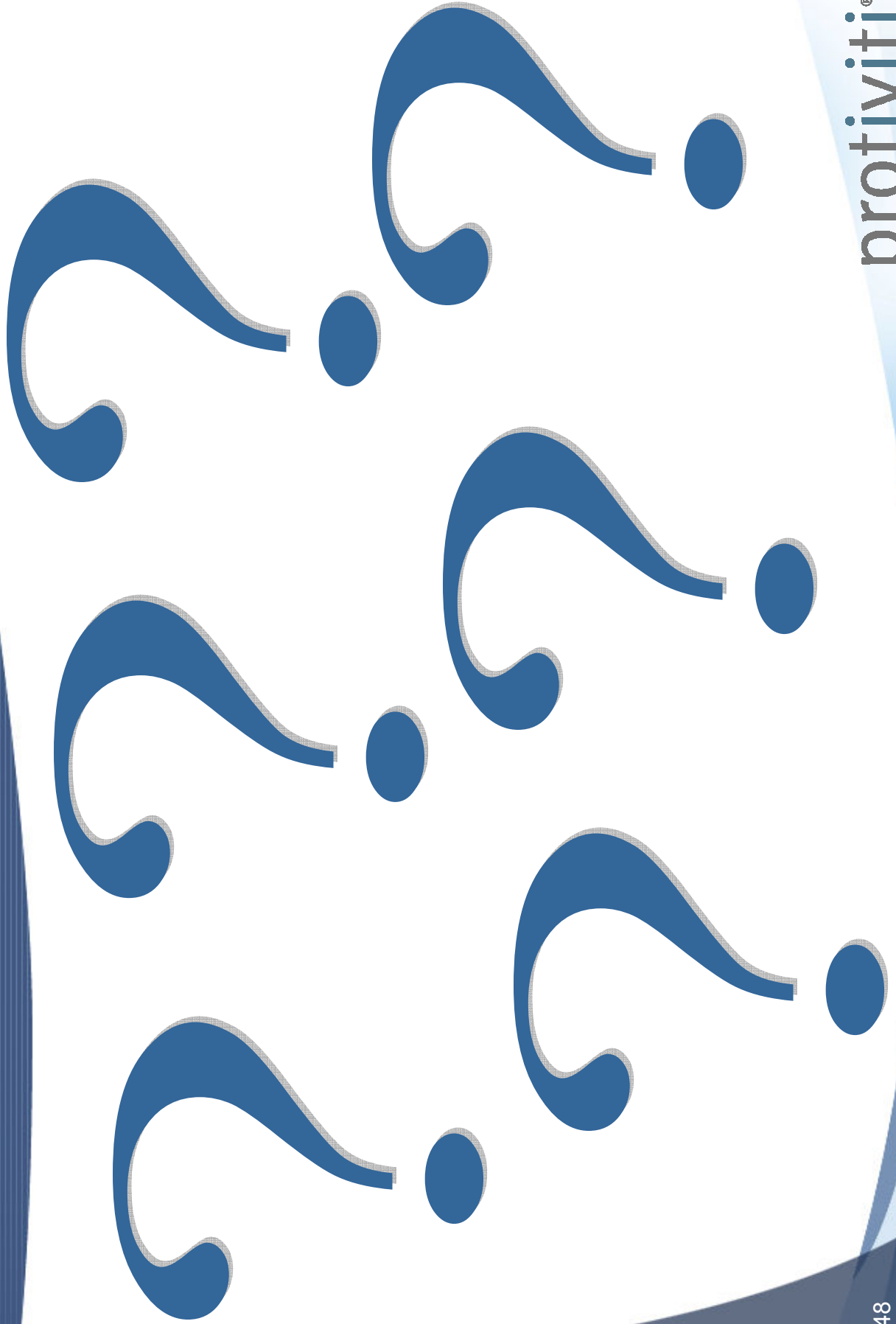Local intranet

protiviti®
Independent Risk Consulting

Activity – KnowledgeLeader Research

- Objective:
  - Give you the opportunity to perform advance research on the accounts payable process on KnowledgeLeader.

- Deliverables:
  - Examples of planning and process documents that you can utilize from KnowledgeLeader.

Activity – KnowledgeLeader Research

Tasks	Who/How	Approx. Time

1. Go to the KnowledgeLeader website, knowledgeleader.com.
 	
2. Identify six documents a consultant could use to prepare for an Accounts Payable review. Two of the six documents should be for the:
   • planning stage (information gathering)
   • process documentation stage (risk and control analysis and process flowcharts/ narratives)
 	
3. Each table should create a listing of documents they found and indicate what stage the documents could be used.
	Table Group	10 minutes

Debrief Meeting	Class Group	5 minutes

protiviti®
Independent Risk Consulting

Q & A

Thank you!

protiviti®
Independent Risk Consulting