

Role of Internal Audit in Transformational Organization Change

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Core Competencies – C21

Session Abstract

This session highlights the important role IA can play in the delivery of transformational change. It outlines the process of developing and implementing an integrated assurance program using a '3 lines of defense' model for large, strategically important change initiatives. This is designed to identify the areas of highest risk and draw on the available sources of assurance to help manage these. IA becomes involved early and stays involved throughout, focusing on enhancing the value being delivered through effective risk identification and management. IA also coordinates the efforts of other assurance providers, eg external audit, to avoid duplicate effort and reduce the assurance burden on the delivery team, while still covering all the required areas.

Target Audience

This session is designed for the following:

- Chief Audit Executives
- IT Audit Managers
- Audit Committees
- Enterprise PMO heads
- Transformational Change Leaders
- CIOs

COBIT Objectives or Practices

The nature of projects is that they touch a large amount of COBIT 5. Assurance over projects and programs should have an influence over the following, especially as you widen what is being looked at.

EDM02 – Ensure Benefits Delivery
EDM04 – Ensure Resource Optimization
EDM05 – Ensure Stakeholder Transparency

AP005 – Manage Portfolio
AP006 – Manage Budget and Costs

AP010 – Manage Suppliers
AP011 – Manage Quality
AP012 – Manage Risk

BAI01 – Manage Programs and Projects
BAI02 – Manage Requirements Definition
BAI03 – Manage Solutions Identification and Build
BAI05 – Manage Organizational Change Enablement
BAI06 – Manage Changes
BAI07 – Manage Change Acceptance and Transitioning
BAI08 – Manage Knowledge

Speaker Bio

Matt is a Director in the San Francisco office with over 15 years of audit, and project and program management experience gained both at PwC and in industry. He is a Chartered Accountant in Australia as well as a PMP qualified project and program manager. He has performed audit work both as an internal and external auditor. Matt leads our Project Assurance team in the Northern Californian market. He has experience across a range of industries including banking, insurance, wealth management, government, retail, transport and logistics.

Speaker Details (optional):

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