



Program Evaluation and Audit
Strategic Plan

2022 – 2025

Program Evaluation and Audit

Mission

The mission of the Metropolitan Council's Program Evaluation and Audit (PEA) department is to enhance and protect organizational value by providing risk-based and objective assurance, advice, and insight. The PEA department helps the Metropolitan Council accomplish its objectives by applying a systematic, disciplined approach to evaluating and improving the effectiveness of governance, risk management, and control processes.

Vision

Be a right-sized and appropriately trained team of trusted advisors working in partnership with stakeholders to deliver assurance and consulting services to help the Metropolitan Council achieve the goals and objectives set forth in its strategic plan.

Goals, Objectives, Strategies

1. **Goal: Improve awareness of risks and internal controls at the Metropolitan Council and the role of Program Evaluation and Audit.**

Objectives: Improve staff and management understanding and fluency of governance, risk management and internal control and enterprise risk management frameworks including COSO and the Green Book; enhance awareness of PEA role in the organization and become involved in new initiatives early to ensure internal controls are incorporated.

Strategies:

- Provide or facilitate training to staff on risk, internal controls, and internal control frameworks at all levels of the organization.
- Facilitate on-going Audit Committee discussions about risk management at the Council in key areas.
- Provide information on PEA through brown bag lunches, employee communications, and attending staff meetings.
- Through annual risk assessment activities and audit work, identify control gaps, control environment weaknesses, unnecessary risks, and insufficient internal controls. Target recommendations to management to fill gaps, mitigate risks and improve controls.
- Identify business areas that would benefit from more direct or improved partnerships and risk reduction strategies with Regional Administration support services including human resources,

procurement, office of equal opportunity, risk management, program evaluation and audit, real estate office, finance, and Information Services.

- Develop Key Risk Indicators with selected departments.
- Partner with stakeholders to ensure early involvement in initiatives and maintain awareness of Council-wide and division level initiatives.
- Meet regularly with staff throughout the organization to maintain awareness of business areas and their progress toward meeting goals and objectives set forth in the Council's strategic plan or at the division level.
- Encourage management participation in Enterprise Risk Management activities, Control Environment assessments and communication of such activities with the Audit Committee and Council.

Key Performance Indicators – Number of training opportunities in terms of hours and staff served. Number of Audit recommendations implemented that relate to internal controls. Number of initiatives audit staff are included in.

2. Goal: Ensure audit staff knowledge, skills and abilities are adequate to deliver on the mission statement effectively and efficiently.

Objectives: Fill gaps in knowledge, skills abilities (identified using a skills inventory) through hiring and professional development.

Strategies:

- Perform skills assessment of existing staff to identify experience levels in audit skills, business areas, business skills such as finance, accounting, procurement, equity, and others. (IIA Audit Intelligence Suite – Skills Assessment or similar)
- Identify high risk, priority areas for targeted training and future hiring. Examples may include IT, Cybersecurity, capital programs and construction, procurement and investigation and ethics.
- Align audit staffing budget and organizational chart with high priority areas.
- Develop a formalized training and development program for all staff levels within the department.
- Identify staffing needs and document.

Key Performance Indicators – Annual progress toward training and development program (targeted training hours, certificates, or professional certifications), Potential for measurement against future skill inventories.

3. Goal: Improve the efficiency and effectiveness of audit processes.

Objectives: Update and finalize the audit manual, formalize audit processes, seek feedback from auditees, explore analytical tools and collaborate with other assurance functions throughout the year.

Strategies:

- Identify efficiency metrics for audit projects (staff days budgeted/used; number/percentage of recommendations implemented, etc.)

- Formalize audit follow-up process, identify metrics and reporting to audit committee.
- Align audit manual to the Institute of Internal Auditors Framework and finalize manual.
- Survey audit clients after audit and consultations are completed.
- Determine how data analytics may fit into audit processes.
- Maintain awareness of assurance functions that audit or provide assessments to Council departments.

Key Performance Indicators – See above, to be identified (staff days budgeted/used; number or percentage of recs implemented)

4. Goal: Maximize the use of audit resources to produce outcomes that help the Council address risks and opportunities identified in the Metropolitan Council’s strategic plan and if applicable, division level strategic plans.

Objectives: Align internal audit’s annual risk assessment, audit plan and priority audit areas with the Metropolitan Council’s strategic plan and if applicable, division level strategic plan.

Strategies:

- Align audit universe with the Metropolitan Council strategic plan and if applicable, division level strategic plan.
- Determine ways to improve the internal audit risk assessment process and align divisional risk assessments.
- Align audit organizational chart with high-risk and priority business objectives such as Information Systems and Capital Projects.

Key Performance Indicators: number or percentage of recs implemented by strategic planning goal or objective