



AUDIT EXECUTIVE CENTER KNOWLEDGE BRIEF

COVID-19 IMPACT ON INTERNAL AUDIT

Survey results about risk assessment, audit plans, staffing,
and budget



AUDIT EXECUTIVE
— CENTER® —

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SUMMARY

Internal audit responding to COVID-19

Internal audit functions are responding with flexibility and creativity to the challenges they face in the second month since COVID-19 was declared to be a global pandemic.¹

This report describes their responses, based on completed surveys from more than 400 chief audit executives (CAEs) and directors in North America. To provide context for the climate in which CAEs are working, the survey also asked CAEs to indicate their level of concern regarding the long-term financial viability of their organizations due to impacts from COVID-19.

The survey was distributed electronically to internal audit leaders by email and on social media from April 9–13, 2020. Responses came from the United States (90%), Canada (9%), and the Caribbean (1%).²

Survey responses indicate that COVID-19 is affecting industries in different ways, in part depending on the types of products and services they produce. To explore these differences, this report provides industry breakouts where relevant. While some industries received enough responses to be analyzed independently, other industries were combined into groups with similar characteristics. See Exhibit 1 for a breakdown of the industry views provided.

This report will focus principally on reporting the data with minimal interpretation, recognizing that the readers will be able to interpret the results most applicable to them. Results will be provided for:

- Concern over financial viability of the organization.
- Overall internal audit budget impacts.
- Internal audit staffing impacts.
- Risk assessment.
- Audit planning activities.
- Changes to audit focus.

The appendices provide comments about 1) unique risk assessment activities and 2) types of non-audit work that internal audit is performing. Comments are grouped by industry.

For more resources related to COVID-19 and internal audit, please visit The IIA's [COVID-19 Resource Exchange and Newswire](#).

Exhibit 1: Industry Breakouts

Industries and Industry Groups	Number of Respondents	Percentage
Finance and insurance	117	29%
Educational services	48	12%
Manufacturing	46	12%
Physical outputs (except manufacturing) Utilities (20); mining, quarrying, oil/gas extraction (11); transportation and warehousing (10); construction (2); agriculture, forestry, fishing and hunting (1)	44	11%
Non-consumer-facing (e.g. business services) Other services (except public administration) (14); professional, scientific, and technical services (10); real estate, rental and leasing (6); information (5); wholesale trade (5) management of companies and enterprises (1); administrative, support, waste management, remediation services (1)	42	11%
Public administration	38	9%
Health care and social assistance	36	9%
Consumer-facing (e.g. retail, food, travel) Arts, entertainment, and recreation (13); retail trade (11); accommodation and food services (6)	30	7%
TOTAL	401	100%

Note: Industry categories are based on the NAICS (North American Industry Classification System) <https://www.naics.com/search-naics-codes-by-industry/>.

1. The World Health Organization declared COVID-19 a pandemic on March 11, 2020. See WHO media briefing on COVID-19 – 11 March 2020, (World Health Organization, March 11, 2020), <https://www.who.int/dg/speeches/detail/who-director-general-s-opening-remarks-at-the-media-briefing-on-covid-19---11-march-2020>.

2. Responses received from outside North America were not included in the totals or the analysis.

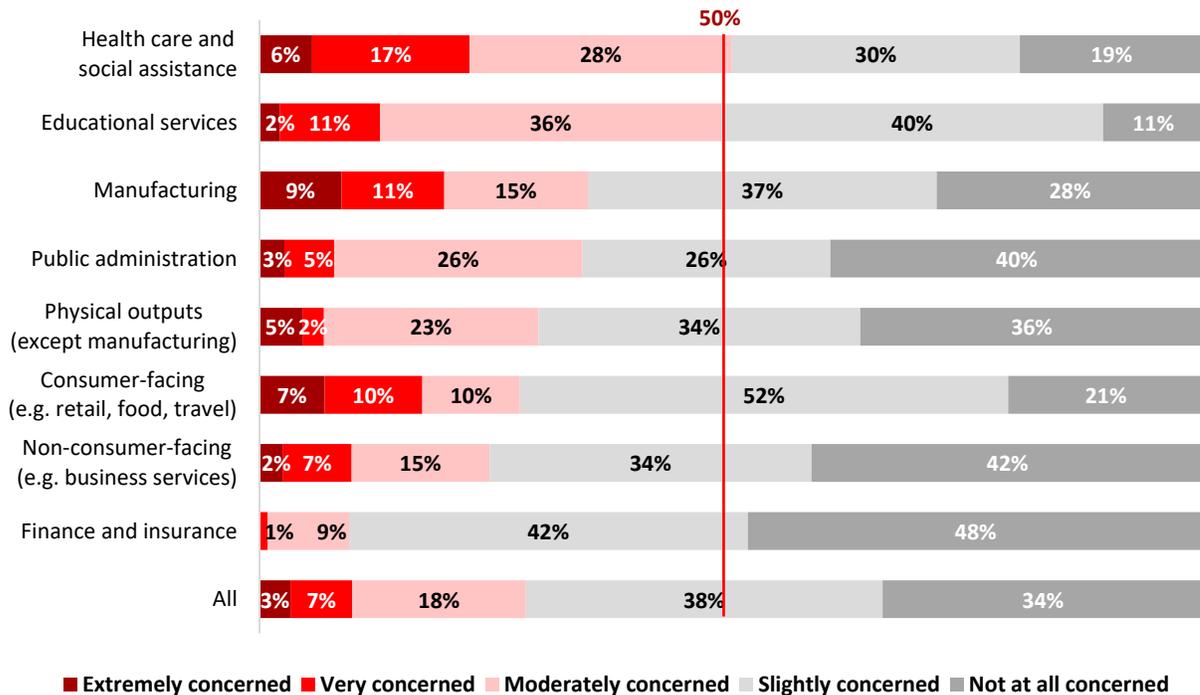
LEVEL OF FINANCIAL CONCERN

Long-term financial viability

Industry differences stand out

The impacts of COVID-19 have stressed organizations in unprecedented ways. In some industries, almost half say they are moderately, very, or extremely concerned about the long-term viability of their organizations (health care and social assistance, and educational services, in particular). In contrast, only 10% of finance and insurance respondents have the same level of concern (Exhibit 2).

Exhibit 2: Concern About Long-term Financial Viability of Organizations Due to COVID-19 (Compared by Industry)



Note: Q6: What is your level of concern about the long-term financial viability of your organization as a result of COVID-19? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. n = 36 for health care and social assistance. n = 47 for educational services. n = 46 for manufacturing. n = 38 for public administration. n = 44 for physical outputs. n = 29 for consumer-facing. n = 116 for finance and insurance. Total n = 397.

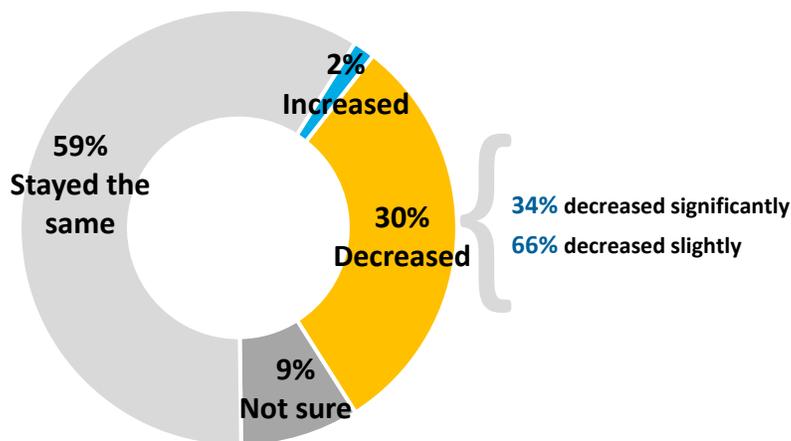
INTERNAL AUDIT BUDGET

Consumer-facing industries most impacted

Budget decreases reported by about a third

As organizations fight overwhelming challenges to operate in an economy that is essentially closed for many industries, the impacts of COVID-19 have forced 3 out of 10 internal audit functions to make cuts in their budgets (Exhibit 3). In some industries, including consumer-facing, non-consumer-facing and manufacturing, almost half say they have already made slight or significant budget changes. On the other side of the spectrum, finance and insurance and public administration internal audit function budgets have been less impacted. Less than one quarter of respondents in those industries noted budget decreases, and only 3% in each industry group noted that those decreases were significant. (Exhibit 4).

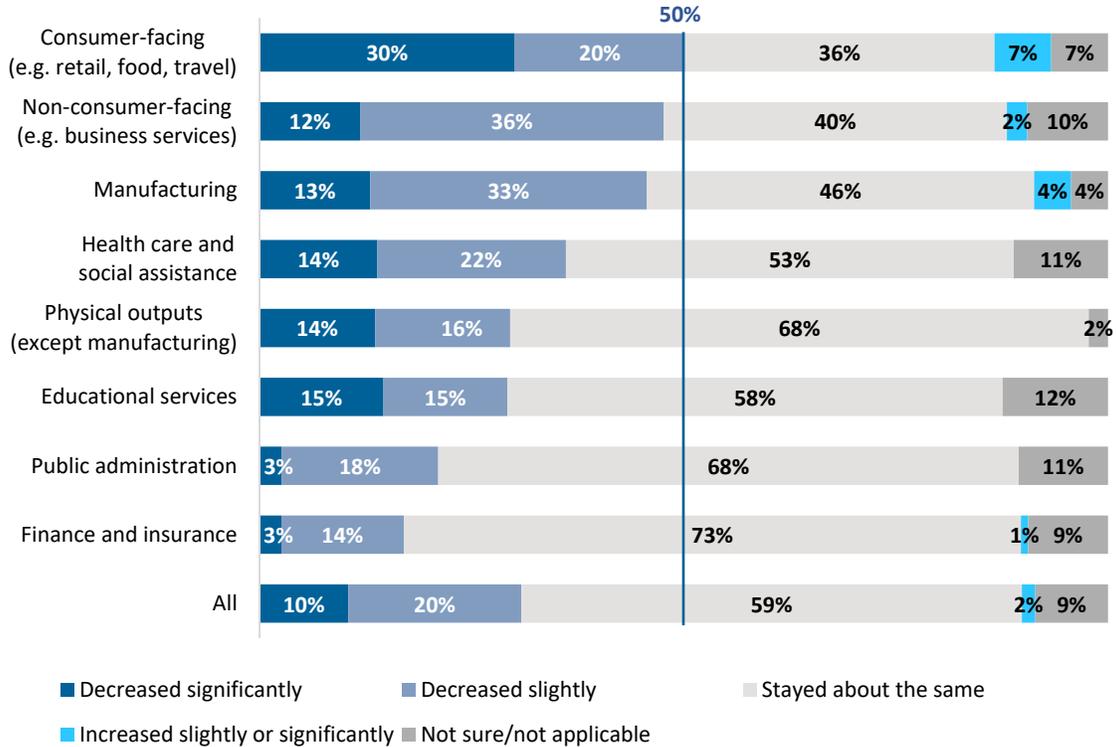
Exhibit 3: Internal Audit Functions with Budget Changes Due to COVID-19



Note: Q4: How has your internal audit budget changed in the short-term as a result of COVID-19? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. $n = 401$.

Functions with budget changes (compared to industry)

Exhibit 4: Internal Audit Functions with Budget Changes Due to COVID-19 (Compared to Industry)



Note: Q4: How has your internal audit budget changed in the short-term as a result of COVID-19? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. *n* = 401.

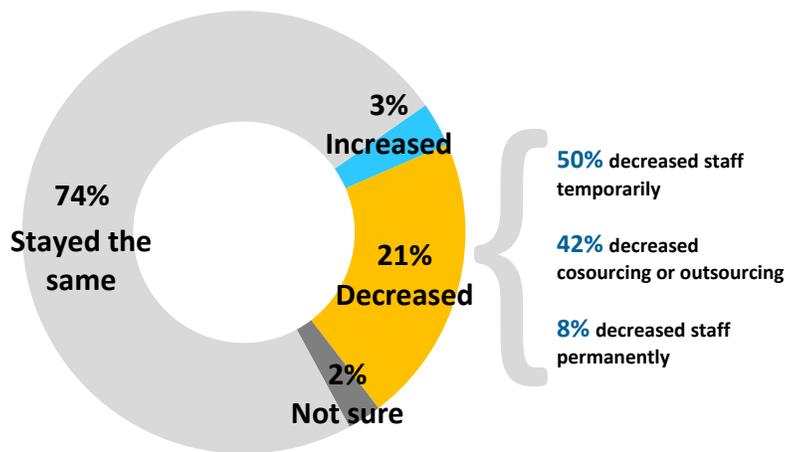
INTERNAL AUDIT STAFFING

Some temporary decreases but few permanent

Staffing decreases reported by about a quarter

Despite the fact that many internal audit functions are having to reduce budgets as a result of COVID-19, few respondents noted permanent staff reductions. Where reductions in human capital are being made, it is predominantly resulting in decreases that are anticipated to be temporary in nature and to resources provided through cosourcing or outsourcing arrangements (Exhibit 5). Consistent with where overall budget cutting has taken hold, different industries are experiencing vastly different degrees of staffing decreases. Internal audit functions in consumer-facing industries are far and away experiencing the most staffing decreases, with 4 in 10 reducing staff either temporarily or permanently (Exhibit 6).

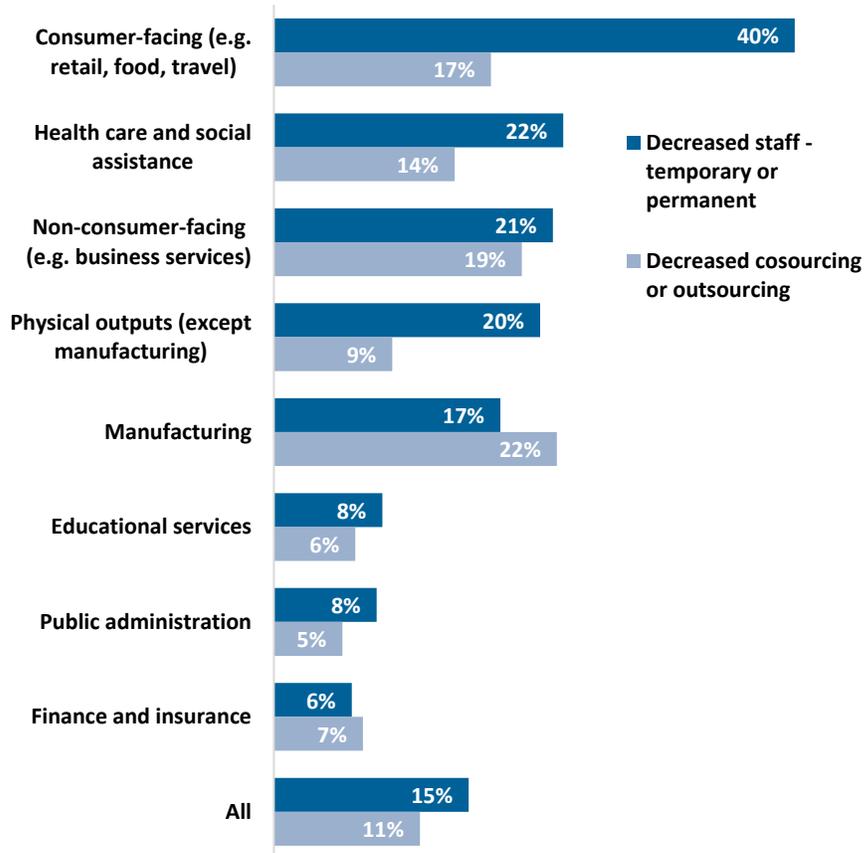
**Exhibit 5: Internal Audit Functions with Staffing*
Changes Due to COVID-19**



Note: Q3: How has your internal audit staffing changed as a result of COVID-19? *Staffing includes cosourcing and outsourcing. Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. *n* = 401.

Functions with staffing decreases (compared to industry)

Exhibit 6: Internal Audit Functions with Staffing and Cosourcing Decreases Due to COVID-19 (Compared to Industry Groups)



Note: Q3: How has your internal audit staffing changed as a result of COVID-19? Respondents could choose all that apply, thus the total in Exhibit 5 is 22% for those with staff and cosourcing decreases combined. Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. *n* = 401.

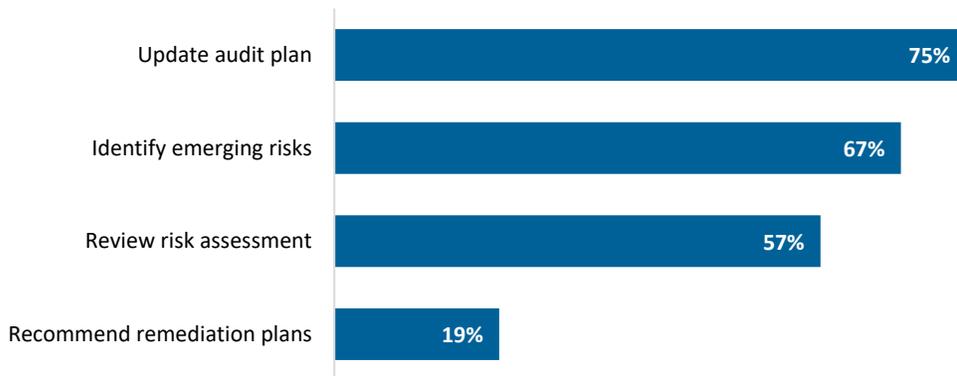
RISK ASSESSMENT ACTIVITIES

Internal audit is broadly involved in assessing risk

Priorities are audit plan updates and emerging risks

Overall, internal audit leaders are demonstrating flexibility and agility in response to the dynamic risk environment caused by COVID-19. Three-quarters of internal audit functions have updated their audit plans. Two-thirds are identifying emerging risks, and over half have already updated their risk assessment (Exhibit 7). While some differences exist in the level of these activities by industry, it is apparent that internal audit leaders across the industries are responding to the changing environment in which their organizations are operating (Exhibits 8–11).

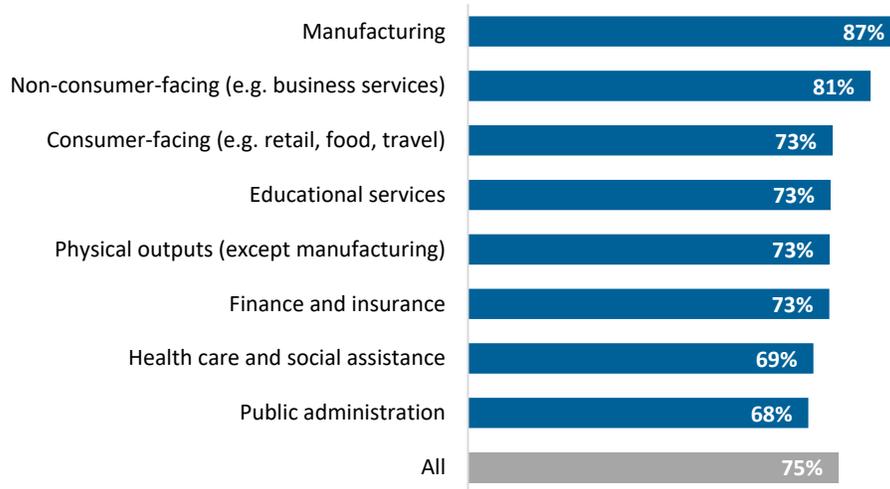
Exhibit 7: Internal Audit Addressing Risks Related to COVID-19



Note: Q1: How is your internal audit function addressing risk as a result of COVID-19? Choose all that apply. Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. $n = 401$.

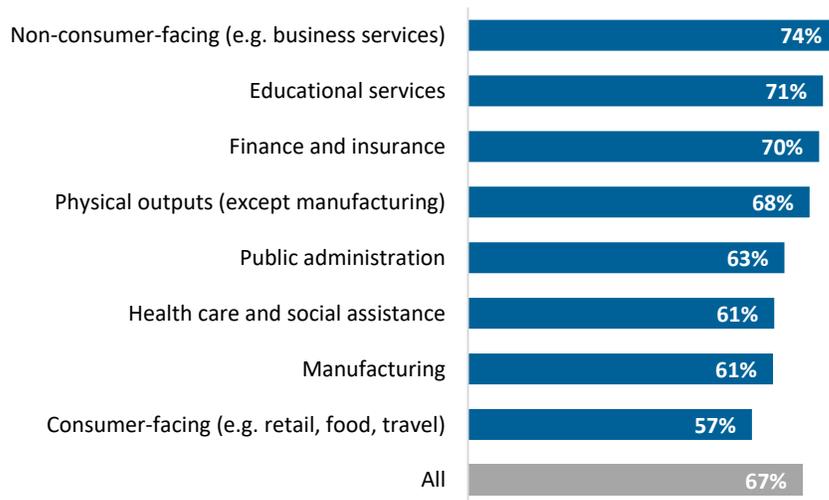
Risk assessment activities (compared by industry)

Exhibit 8: Update Audit Plan (Compared by Industry)



Note: Q1: How is your internal audit function addressing risk as a result of COVID-19? Topic: Update audit plan. Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. *n* = 401.

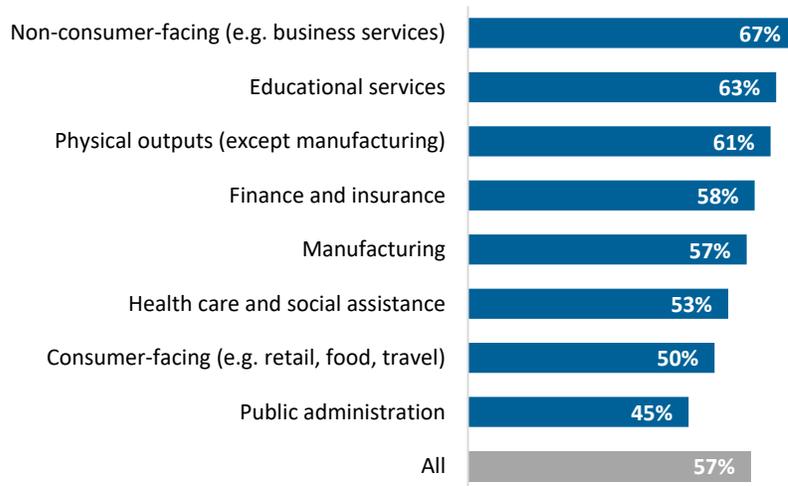
Exhibit 9: Identify Emerging Risks (Compared by Industry)



Note: Q1: How is your internal audit function addressing risk as a result of COVID-19? Topic: Identify emerging risks. Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. *n* = 401.

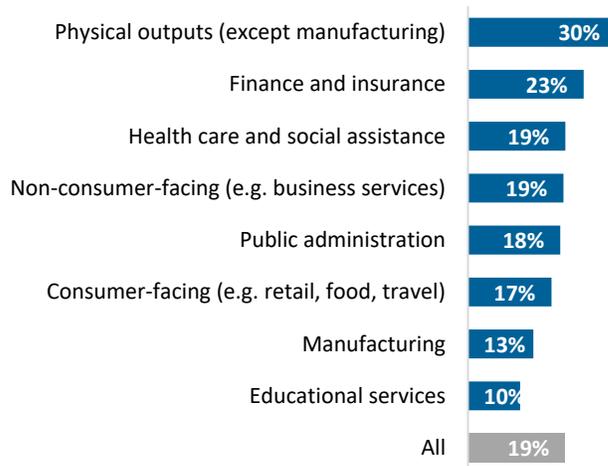
Risk assessment activities (compared by industry) (continued)

Exhibit 10: Review Risk Assessment (Compared by Industry)



Note: Q1: How is your internal audit function addressing risk as a result of COVID-19? Topic: Review risk assessment. Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. $n = 401$.

Exhibit 11: Recommend Remediation Plans (Compared by Industry)



Note: Q1: How is your internal audit function addressing risk as a result of COVID-19. Topic: Recommend remediation plans. Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. $n = 401$.

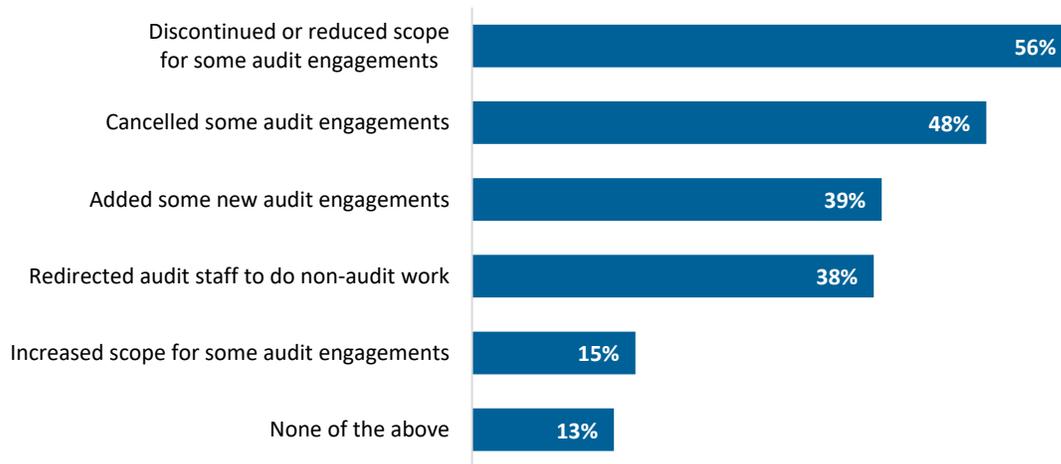
AUDIT PLANNING ACTIVITIES

Almost all functions report changes to audit plans

Nearly 4 in 10 have redirected staff to do non-audit work

Respondents shared how they are demonstrating flexibility and agility in responding to COVID-19. Over half of respondents have discontinued or reduced scope for some audit engagements and nearly half have cancelled some audit engagements. Where internal audit leaders are demonstrating agility is noted in the fact that nearly 4 in 10 respondents have added new engagements due to COVID-19 and 4 in 10 have redirected staff to put aside their normal audit work to assist their organizations in this time of crisis by doing non-audit work (Exhibit 12). Industry breakouts for audit plan adjustments are provided in Exhibits 13–18.

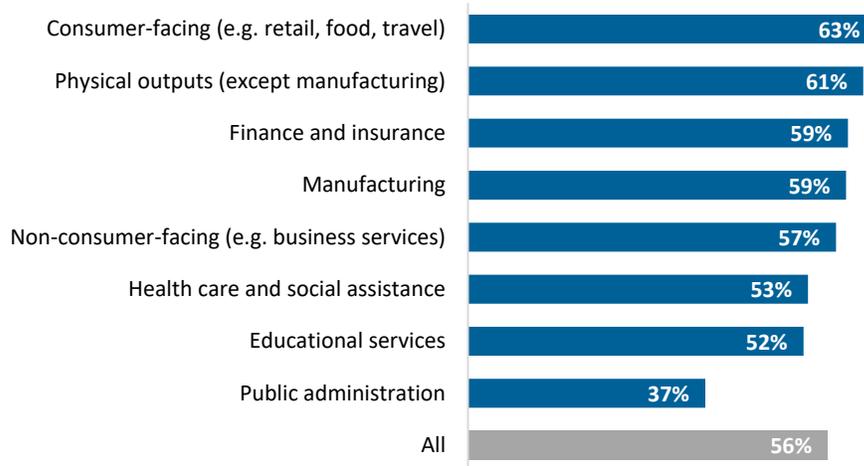
**Exhibit 12: Internal Audit Adjusting Audit Plan
Due to COVID-19**



Note: Q2: How has your audit plan changed as a result of COVID-19? Choose all that apply. Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. *n* = 397.

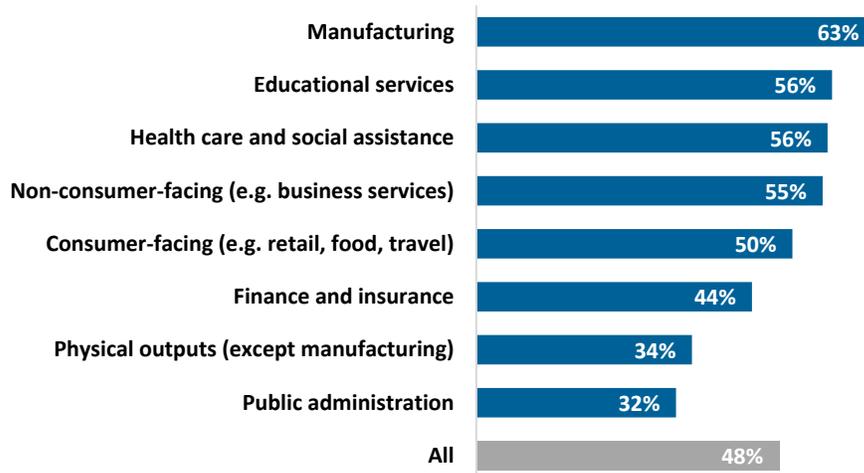
Audit planning activities (compared by industry)

**Exhibit 13: Discontinued or Reduced Audit Scope
(Compared by Industry)**



Note: Q2: How has your audit plan changed as a result of COVID-19? Topic: Discontinued or reduced audit scope. Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. *n* = 397.

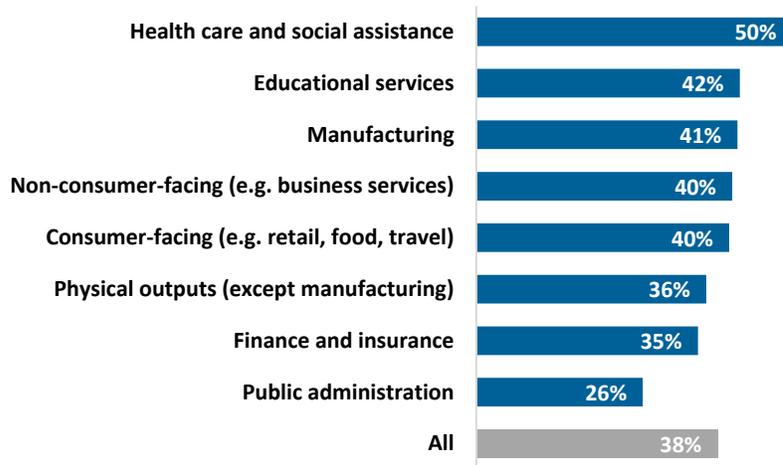
**Exhibit 14: Cancelled Some Audit Engagements
(Compared by Industry)**



Note: Q2: How has your audit plan changed as a result of COVID-19? Topic: Cancelled some audit engagements. Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. *n* = 397.

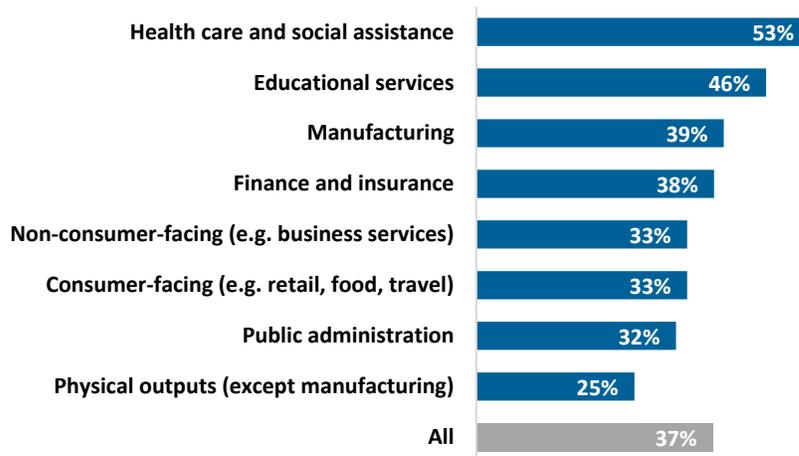
Audit planning activities (compared by industry) (continued)

Exhibit 15: Added New Engagements (Compared by Industry)



Note: Q2: How has your audit plan changed as a result of COVID-19? Topic: Added new engagements. Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. *n* = 397.

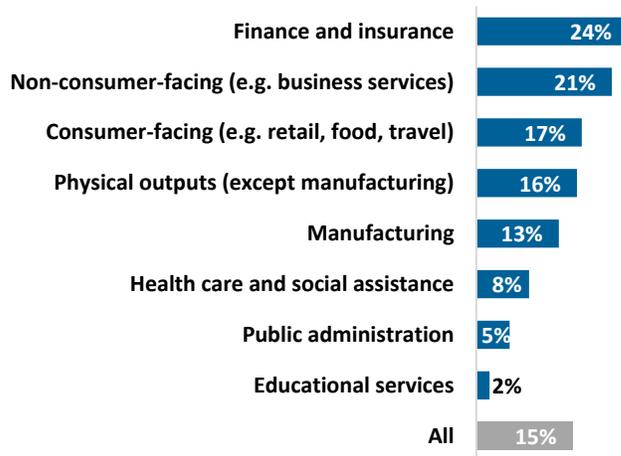
Exhibit 16: Audit Staff Redirected to Do Non-Audit Work (Compared by Industry)



Note: Q2: How has your audit plan changed as a result of COVID-19? Topic: Audit staff redirected to do non-audit work. Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. *n* = 397.

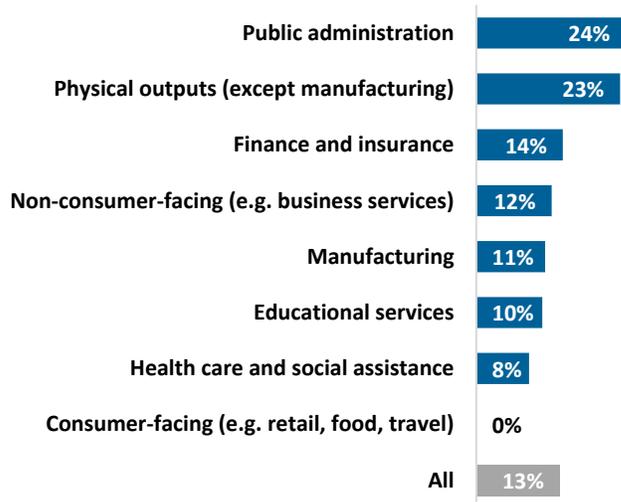
Audit planning activities (compared by industry) (continued)

Exhibit 17: Increased Scope for Some Audits (Compared by Industry)



Note: Q2: How has your audit plan changed as a result of COVID-19? Topic: Increased scope for some audits. Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. $n = 397$.

Exhibit 18: "None of the Above" for Audit Plan Changes (Compared by Industry)



Note: Q2: How has your audit plan changed as a result of COVID-19? Topic: None of the above. Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. $n = 401$.

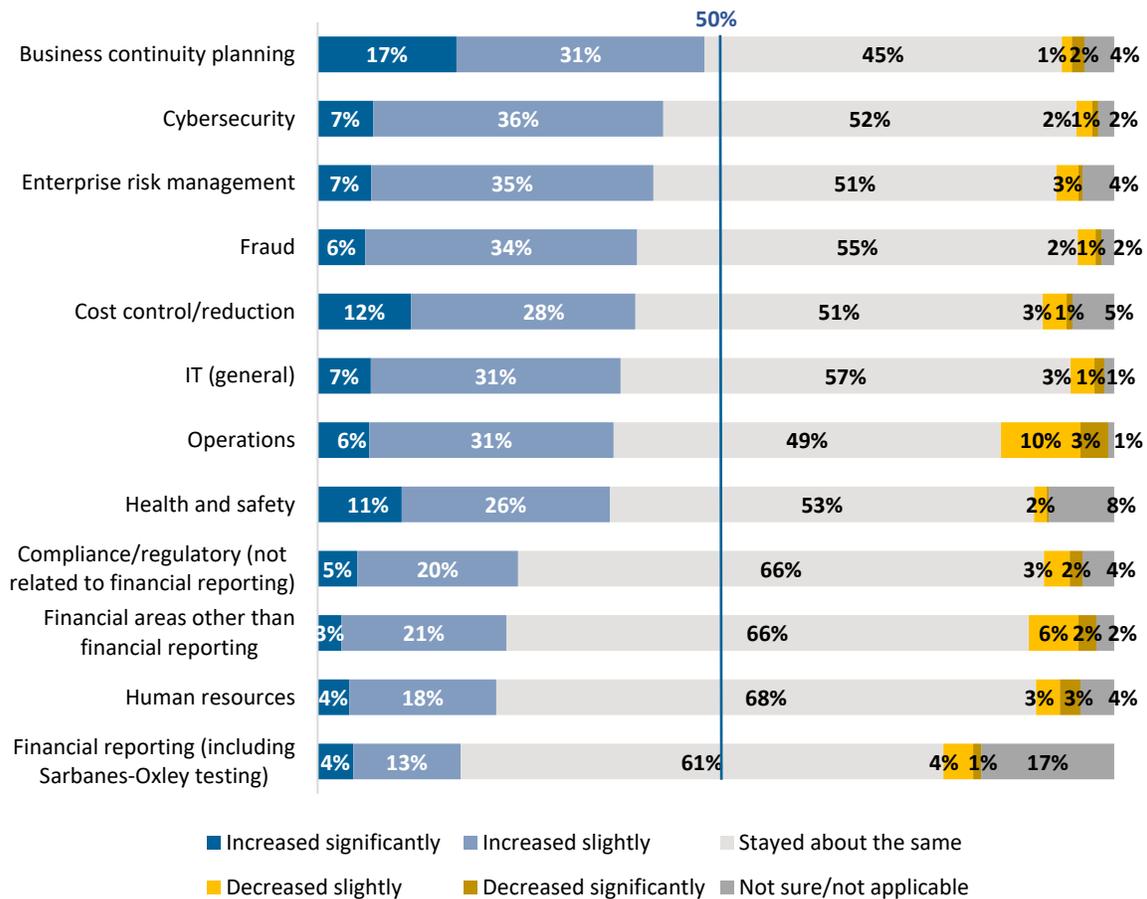
CHANGES TO AUDIT FOCUS

Effort follows risk

Internal audit increases activity in a broad range of areas

In times of crisis, certain risks become more prevalent. Not surprisingly, nearly half of all respondents noted increases in efforts around business continuity planning. In addition, over 40% of respondents reported increases in effort related to cybersecurity, ERM, fraud and cost control/reduction (Exhibit 19). The latter is particularly notable as the [2020 Pulse of Internal Audit](#) found that only 36% of internal audit functions included any level of effort to control or reduce cost in their audit plans. Industry breakouts for this information are provided in Exhibits 20–27.

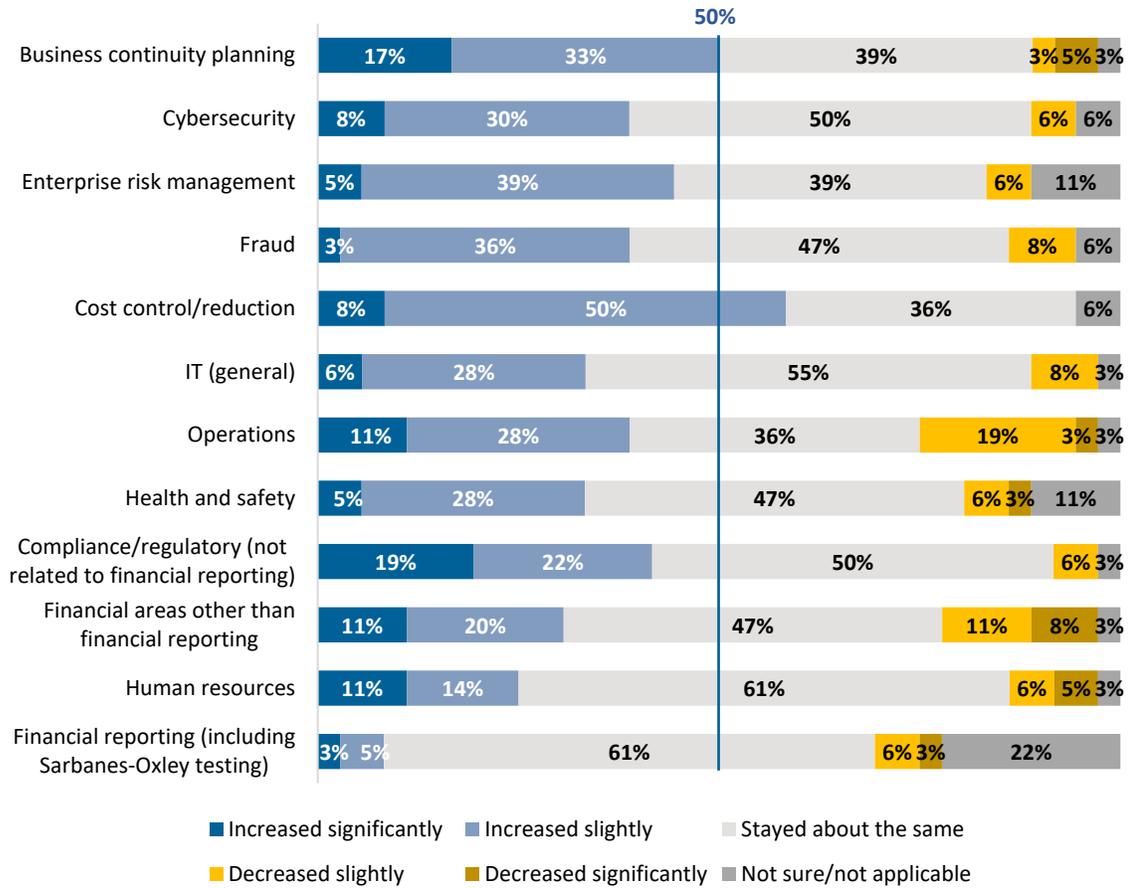
Exhibit 19: Internal Audit Effort Change



Note: Q5: How has your audit effort in the following areas changed as a result of COVID-19? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. n = 401.

Healthcare and social assistance

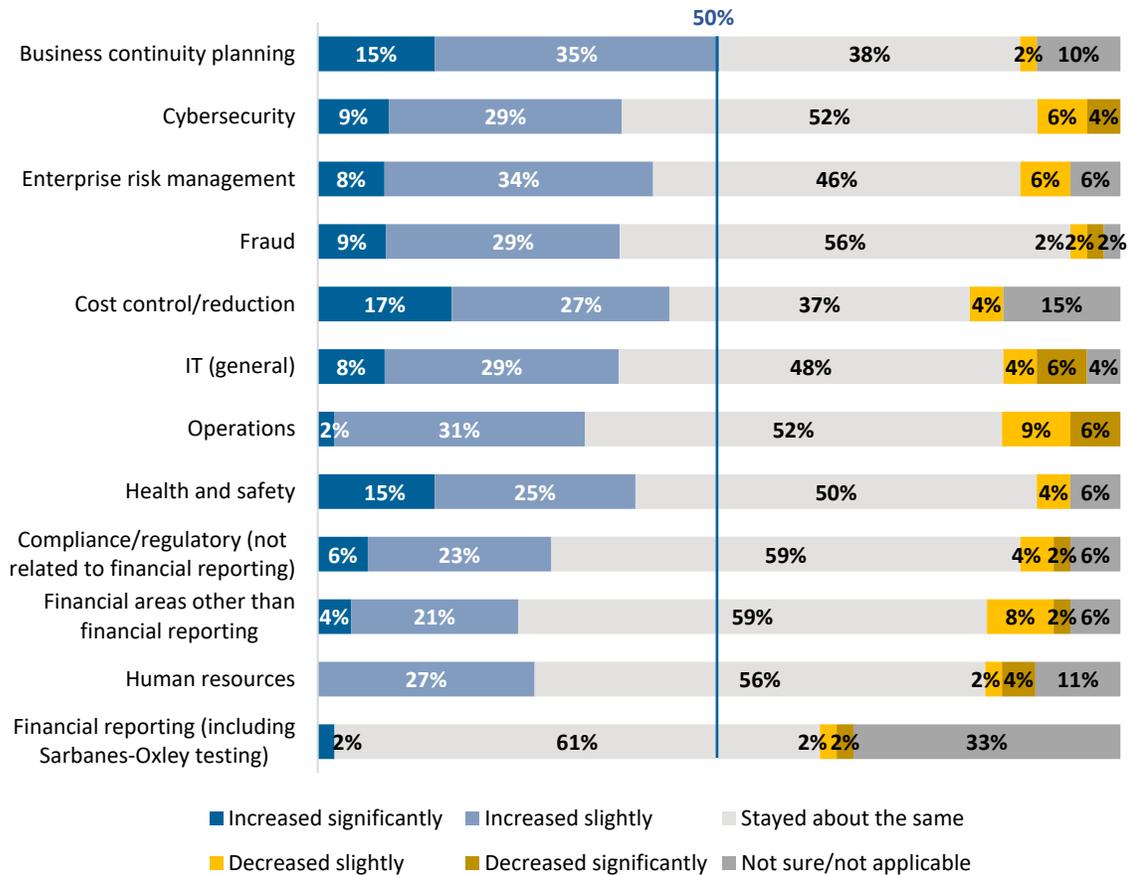
Exhibit 20: Internal Audit Effort Change - Health Care/Social Assistance



Note: Q5: How has your audit effort in the following areas changed as a result of COVID-19? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. Health care and social assistance only. *n* = 36.

Educational services

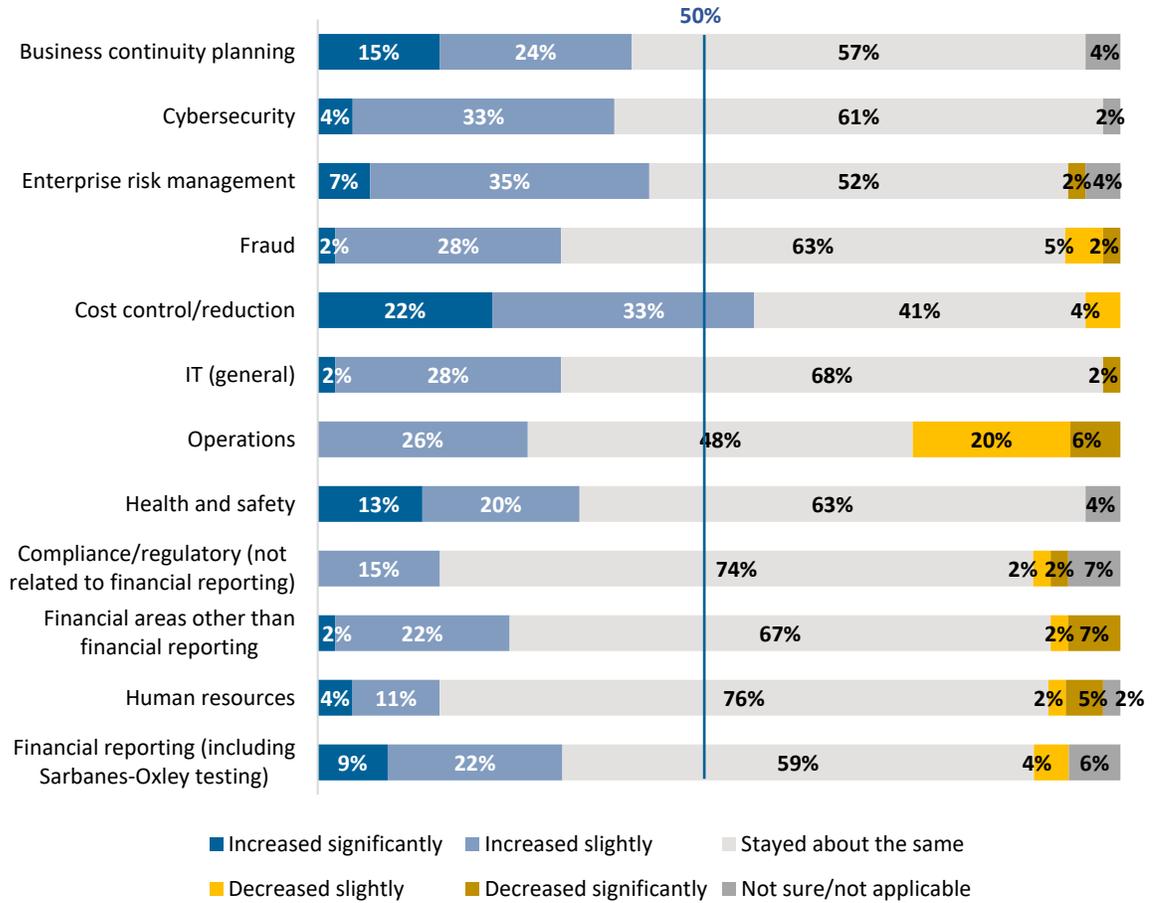
Exhibit 21: Internal Audit Effort Change - Educational Services



Note: Q5: How has your audit effort in the following areas changed as a result of COVID-19? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. Educational services only. *n* = 48.

Manufacturing

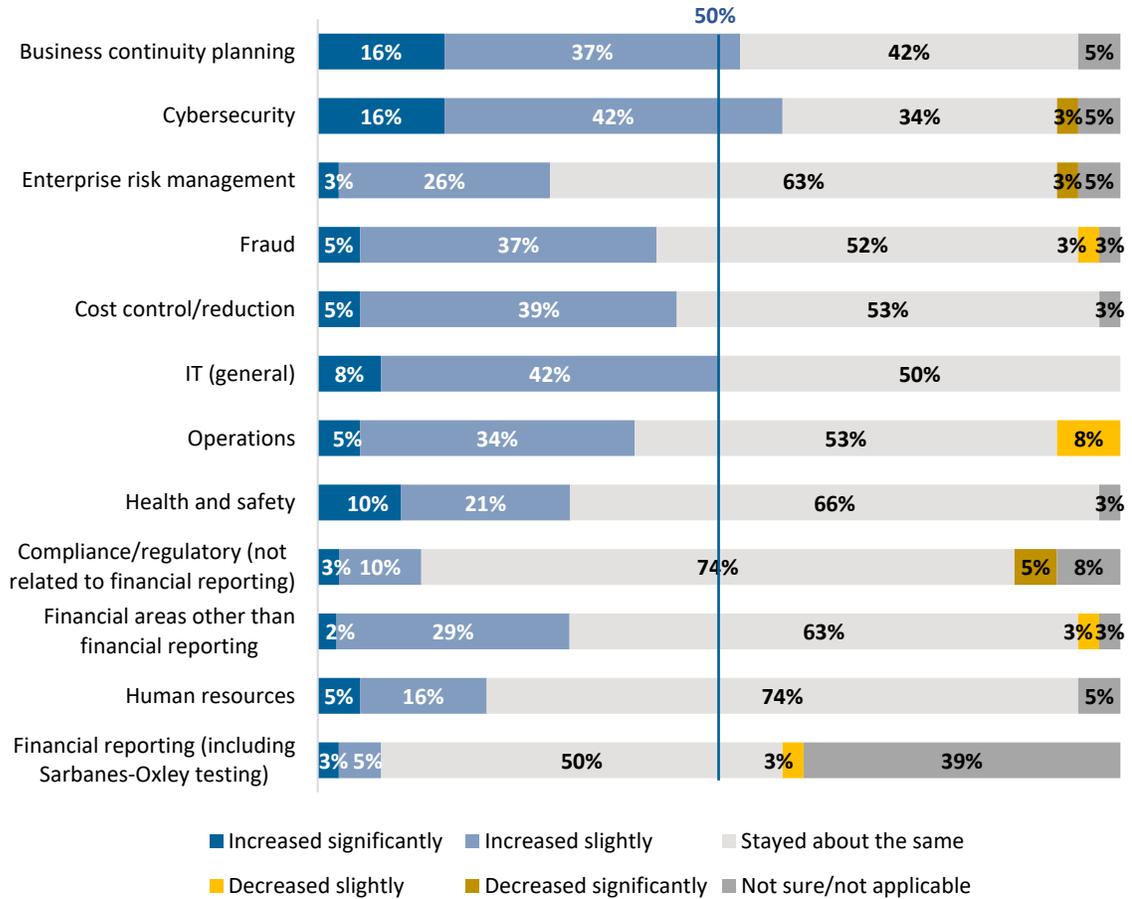
Exhibit 22: Internal Audit Effort Change - Manufacturing



Note: Q5: How has your audit effort in the following areas changed as a result of COVID-19? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. Manufacturing only. n = 46.

Public administration

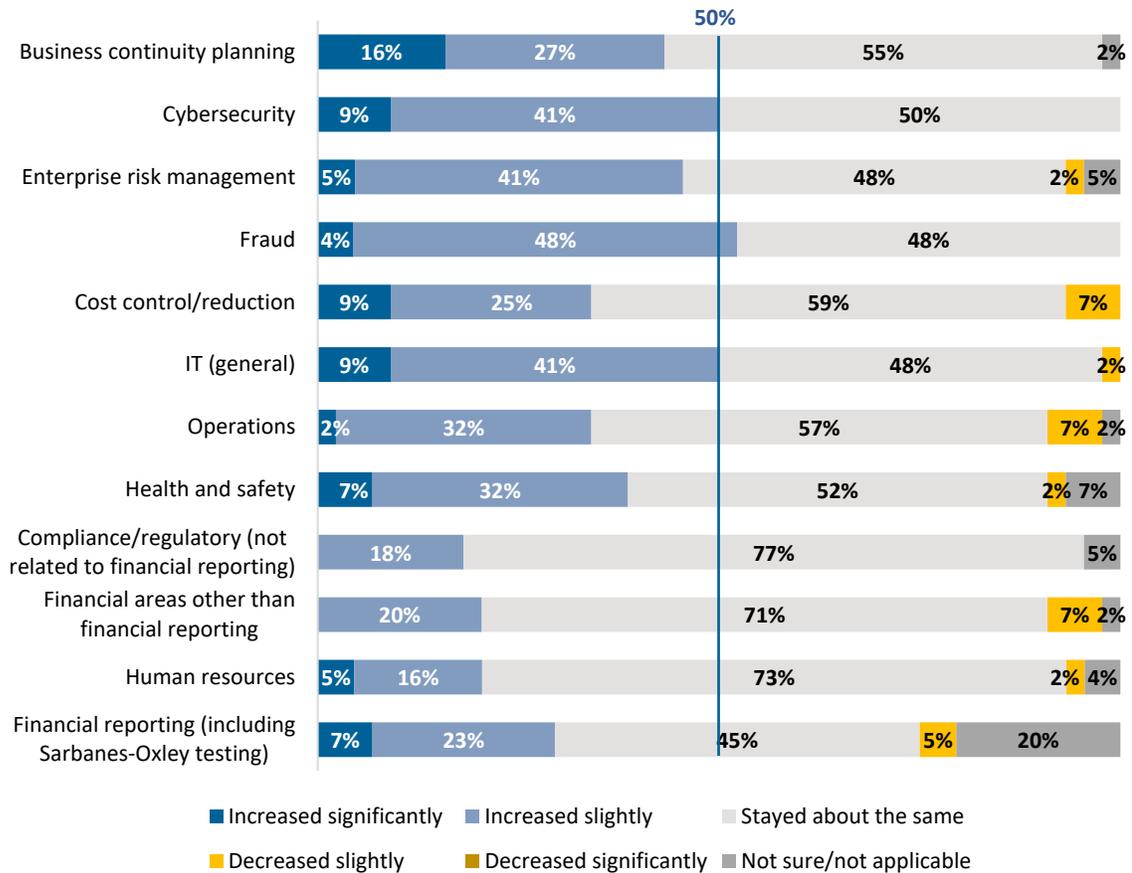
Exhibit 23: Internal Audit Effort Change - Public Administration



Note: Q5: How has your audit effort in the following areas changed as a result of COVID-19? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. Public administration only. n = 38.

Physical outputs industry group

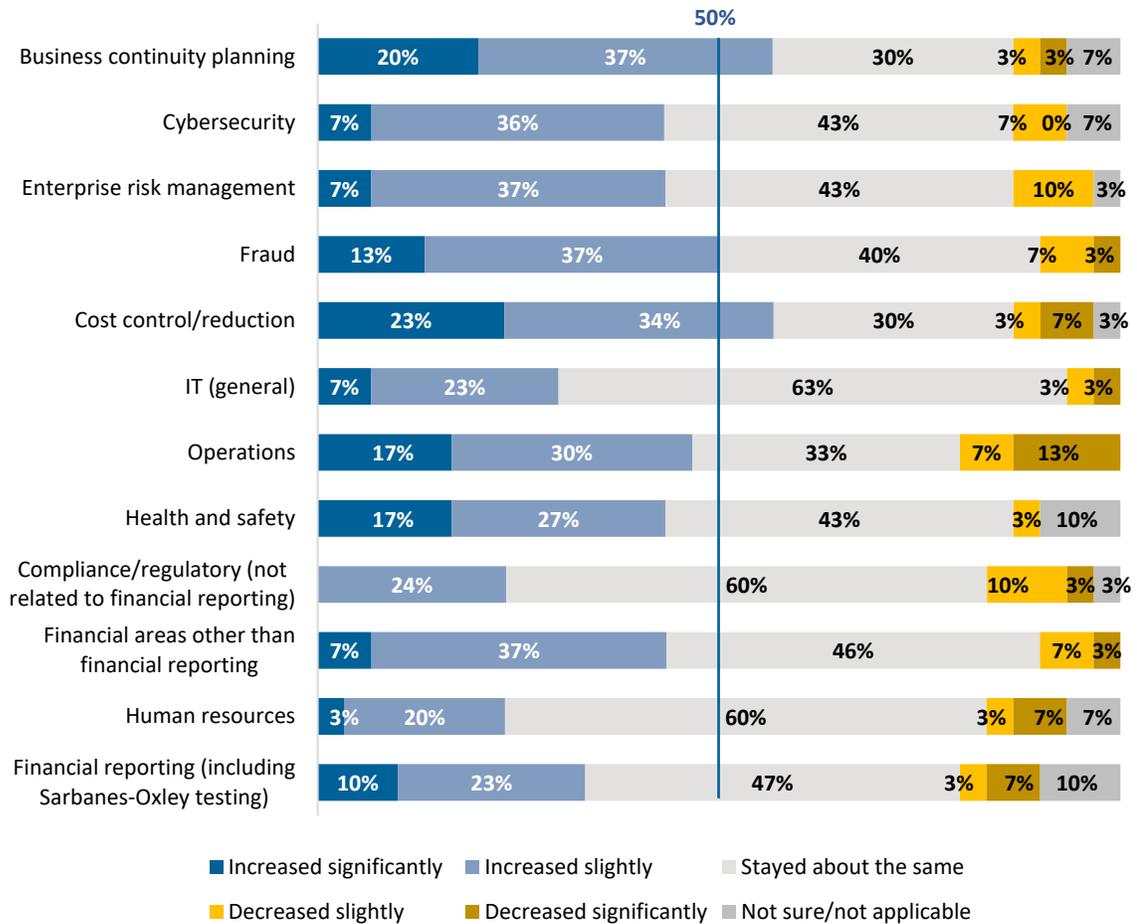
Exhibit 24: Internal Audit Effort Change - Physical Outputs Industry Group



Note: Q5: How has your audit effort in the following areas changed as a result of COVID-19? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. "Physical outputs" industry group only. *n* = 44.

Consumer-facing industry group (retail, food, travel)

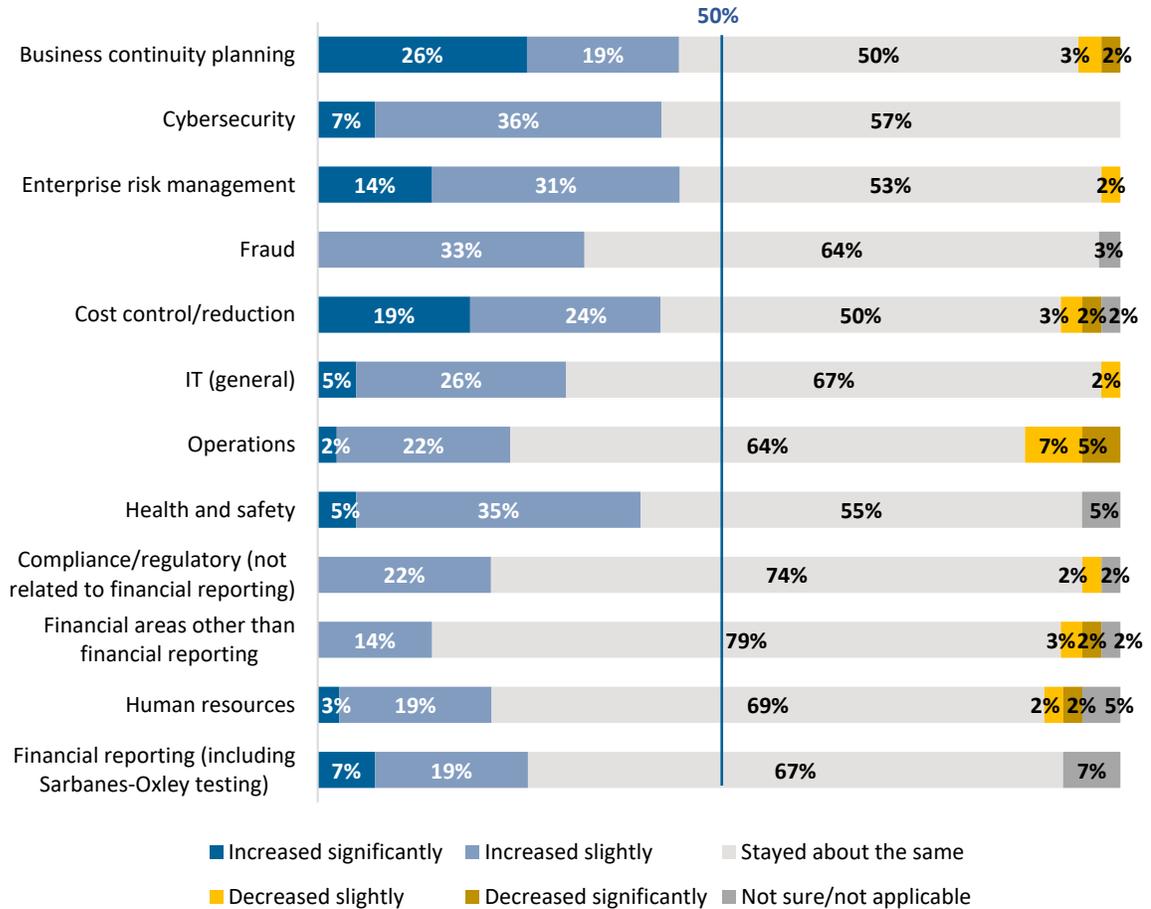
Exhibit 25: Internal Audit Effort Change - Consumer facing Group



Note: Q5: How has your audit effort in the following areas changed as a result of COVID-19? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. Consumer-facing industry group only. *n* = 30.

Non-consumer-facing (business services)

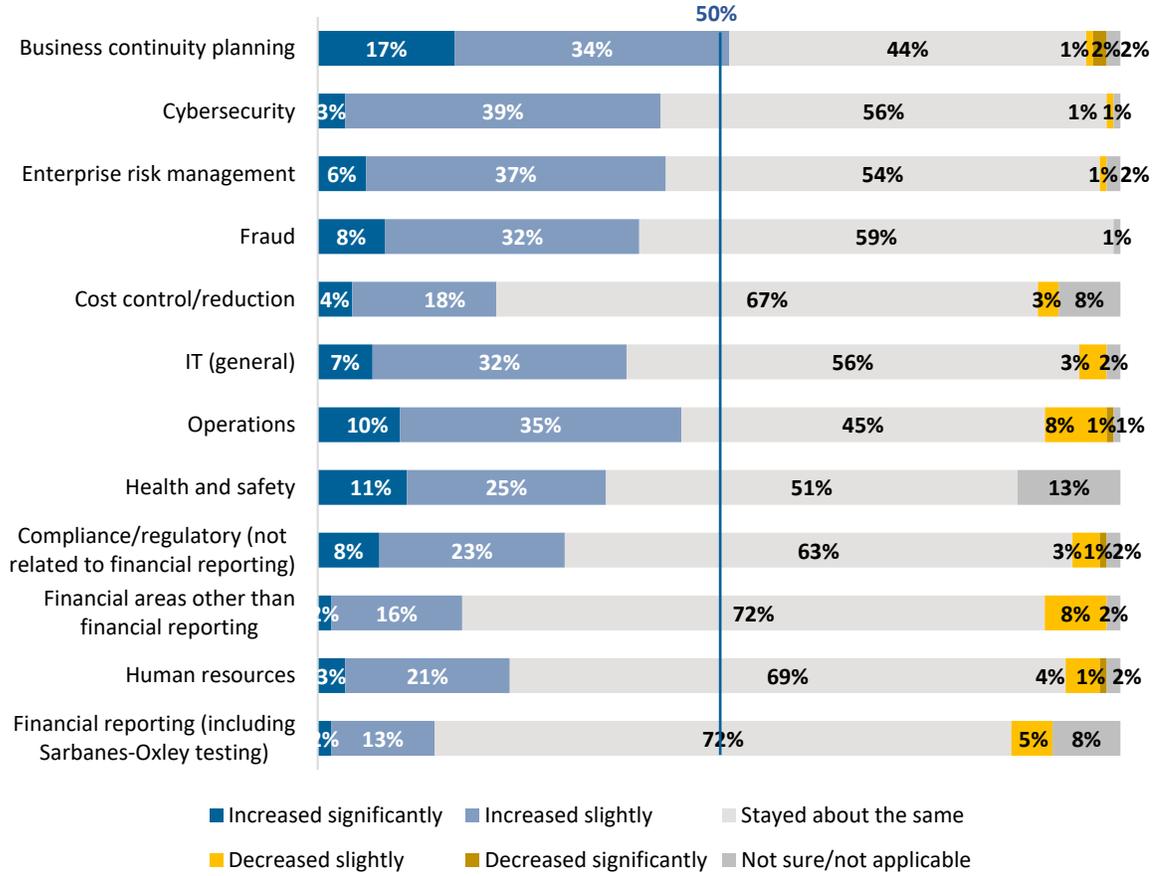
Exhibit 26: Internal Audit Effort Change - Non-consumer Facing Group



Note: Q5: How has your audit effort in the following areas changed as a result of COVID-19? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. Non-consumer facing industry group only. *n* = 42.

Finance and insurance

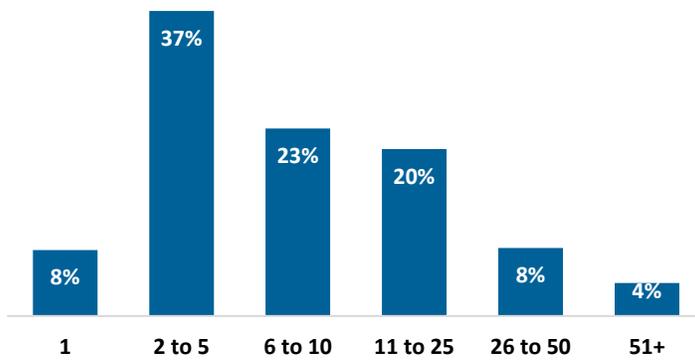
Exhibit 27: Internal Audit Effort Change - Finance and Insurance



Note: Q5: How has your audit effort in the following areas changed as a result of COVID-19? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. Finance and insurance only. n = 117.

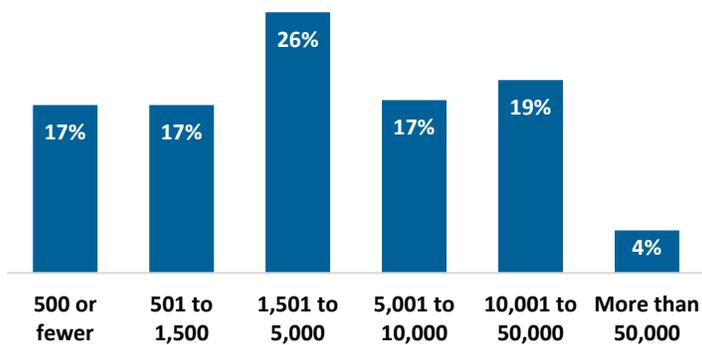
DEMOGRAPHICS

Figure 28: Internal Audit Function Size



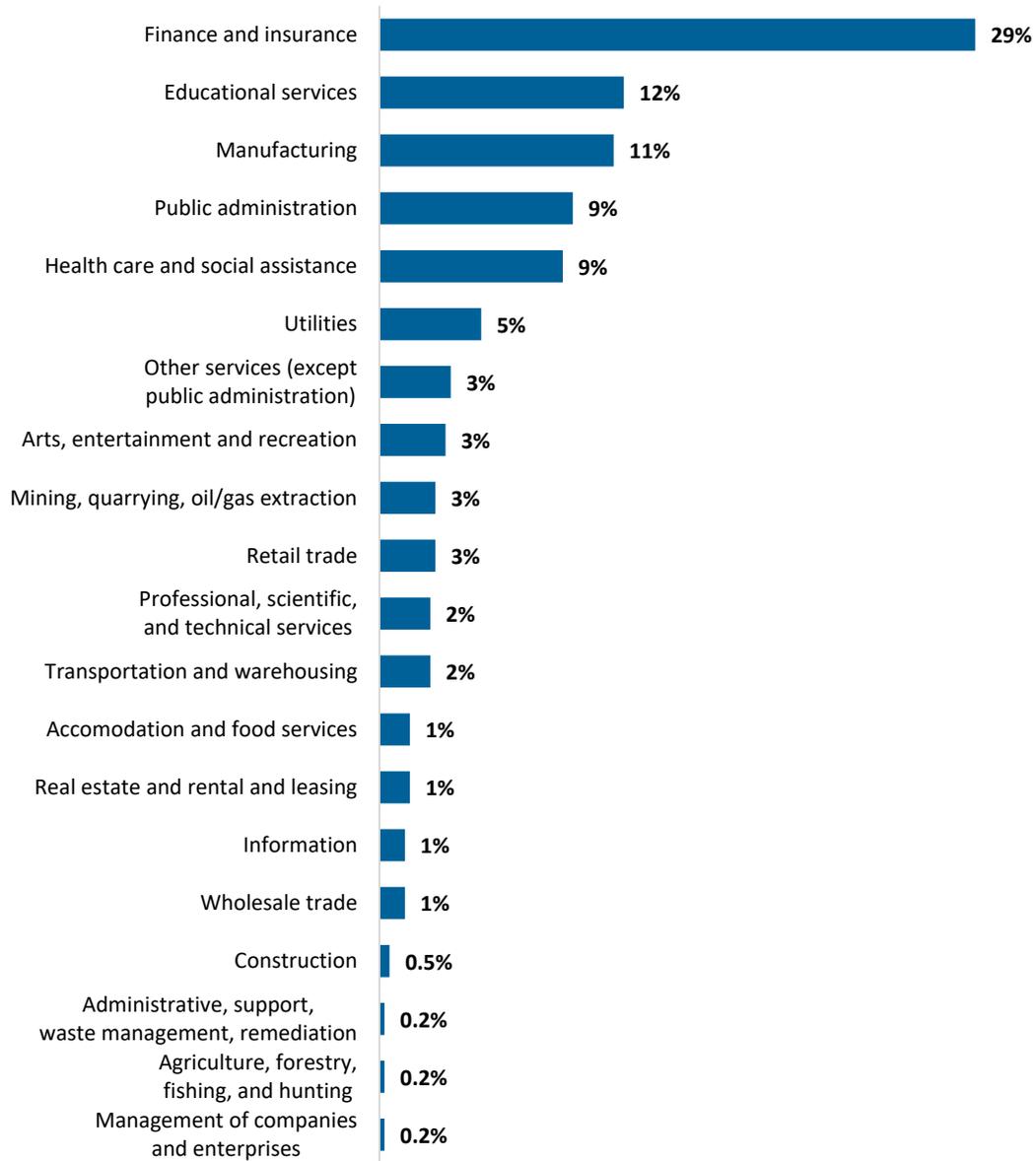
Note: What is the size of your internal audit function? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. $n = 401$.

Figure 29: Organization Size



Note: What is the size of your organization as a whole? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. $n = 401$.

Figure 30: Industry



Note: What is the primary industry classification of the organization for which you work (or your primary client if you are a service provider)? Survey responses collected April 9-13, 2020, from CAEs and directors in North America associated with The IIA. Total will not equal 100% due to rounding. *n* = 401.

APPENDIX A: OTHER RISK RESPONSE ACTIVITIES

This appendix provides verbatim comments from CAEs and internal audit directors about other risk assessment activities they have performed that were not mentioned in survey question response options. Comments are organized by industry group.

Health care and social assistance

- Auditing accumulation of COVID-19 costs to our organization.
- Helping finance and accounting amidst layoffs.
- Discussing with leadership if there are other opportunities for us to assist.

Consumer-facing activity (e.g., retail, food, travel)

- Special cost-savings projects requested by management.
- Assisting the organization with other cost-saving projects (i.e., expense examinations) and assisting with support of applying for applicable CARES act aspects.
- Not at all. I've been furloughed.
- Focusing on asset protection and fraud analytics.

Manufacturing

- Social distancing and working remotely has a huge impact on our approach to performing audits.
- Assisting with COVID-19 risk mitigation.
- Loaning staff to other functions.

Public administration

- Assisting operations to assess new risks, help identify mitigation strategies, research, and temporarily lending staff to areas with significant reductions.
- Moving to more online auditing/review/conferencing.
- Continuing with current audit plan. Assisting in areas where needed.
- Including it in our audit plan that we are currently developing.

Education

- Providing advice on operational and policy changes.
- Assisting with navigating/researching risks and response to the pandemic.
- Participating in response teams, tracking of additional expenses/estimated revenue impacts, pursuit of recovery of impact losses activities.
- Becoming part of first and second lines of defense.
- Audit plan has been suspended.
- Assisting with guidance on maintaining internal controls during telework and reduced staffing situations.
- Providing targeted advisory services in response to management requests.

Non-consumer-facing activity (e.g., business services, media)

- Involved in business continuity initiatives and process and control changes.
- Review access for upscale access/abnormalities.

Physical outputs (e.g., construction, agriculture, energy, transportation)

- Part of the emergency response team.
- Updating the agency continuity of operations plan.
- Bringing attention to control owners to proactively assess control changes.
- Loaning staff.

Finance and insurance

- Suspending internal audit plan, helping out various business units and activities. Assisting all business continuity activities. Advising management and business continuity committee of potential risks.
- Looking for change in controls or control overrides.
- Focusing on BPO and ECP plans for internal and vendor-based operations.
- Nothing has changed other than it is more difficult to complete audits.
- Financial institution - we are pulled into the SBA PPP effort full-time plus.
- Treating as a crisis event and standing down to support the business.
- Recommending new products.
- Audit activity has decreased considerably as bank staff has been reduced to rotating schedules and increased workload for employees on-site. Normal audits have been put on hold as to not burden staff but also lend audit staff to support critical functions.
- Offering to help in operations if needed.

APPENDIX B: NON-AUDIT ACTIVITIES

This appendix provides comments from CAEs and internal audit directors about non-audit activities that their staff have performed as a result of COVID-19. Comments are organized by industry group and general topics, such as compliance, consulting, financials, internal audit operations, and organizational operations.

Health care and social assistance

Compliance

- Compliance work and assisting with patient screening.
- COVID-19 research for compliance and regulatory daily updates.
- Preparing documentation packages for COVID-related expenses to support federal reimbursement requests.

Consulting

- Focusing on consulting, assessing risk.
- Leading consulting efforts to re-engineer key processes and controls in the remote work environment.
- Supporting ERM program, updating IA procedural documentation, and consulting on organizational initiatives.
- Moved the CAE to the business continuity team to bring risk/internal audit expertise to the team.

Financials

- Helping review payroll and helping with inventory.
- Identifying vendors for which payments may be delayed – investigative work.
- Supporting some operational teams for project management and compliance/financial review while staff are taking leave to care for family members due to COVID disruptions.
- Advising finance on how to record and apply temporary funding. Assisting supply chain in segregating/tracking federally funded equipment.
- Preparation of loan applications and calculations; preparing forecasting for units collectability; preparing liquidity and budget adjustments for reduction of expenses.
- Refocusing on critical processes, like accounts payable or accounts receivable.

Internal audit operations

- Updating policy and procedures manual.
- CPE and COVID-related courses.

Organizational operations

- Training and updating of administrative items.
- Have identified audit staff availability for redeployment where needed and where skills match.
- Support to front line workers and the Provincial Operations Centre.
- Respond to customer calls.

Education

Compliance

- Oversight of CARES and FEMA funds.

Consulting

- My team is assisting other functions with analyzing and reviewing data related to our company's response to COVID-19.
- Consulting on changes to control environment and incident response.

Financials

- First and second lines of defense. We are helping with billing. Basically, anywhere help is needed.
- Accounts payable review and data entry.
- Inventory management, supporting documentation collection/retention.
- Reviewing models used by finance teams since finance team has lost resources.

Internal audit operations

- Training.
- Updates to methodologies, training.
- Replacing our audit administration system with our version using SharePoint & MS Teams to eliminate annual licensing fee and displeasure with that tool. Also completing QAIP self-assessment. Two projects have been deferred for a month or so.
- Required CPE, revamping audit process, revising policy and procedures, developing data analysis routines.
- Attending webinars and earn CPEs.
- Quality assurance & improvement, internal record retention review, on-line training.
- Department administrative matters.
- Continuing education online.
- Encouraging staff to get CPEs in via webinars, etc.

- Internal audit infrastructure, studying for professional certifications, online CPE.
- Focus on training – updating skills and obtaining CPE with webinars.
- Continuing education, self-assessment, updating operations manual.
- CPE, consulting, updated internal audit department policies and procedures, etc.

Organizational operations

- Helping in IT security.
- Volunteer work to help service students as district goes into transition.

Manufacturing

Consulting

- With approval from the audit committee, our team worked with management to determine the gaps in the business continuity plan and assist in data gathering and communication.
- Advisory-related.
- Assisting with COVID-19 risk mitigation.
- Consulting on internal controls design.

Financials

- Helping management perform effect of COVID-19 on payables cycle and receivables cycle.
- Assisting with some vendor reviews that the company had planned to outsource.
- Accounting assistance.
- Quarter close assistance to corporate accounting; consultant-type work that company is cutting budget for.
- Helping locations close the books properly.
- Insurance responsibilities due to workforce reduction in Treasury.

Internal audit operations

- Various projects.
- Audit process improvement work that is typically performed in between audits.

Organizational operations

- Supply chain operations.
- Integration work, special projects.
- Wherever needed.
- We have been put on hold for travel, which has resulted in the staff being redirected to complete other critical work at headquarters.

- More involvement in review/verification of operations' remediation actions (in response to previously-identified control issues). Otherwise these tasks would have been handled by the operations or external stakeholders.
- Assisting with analytics for shared service projects.

Public administration

Compliance

- State law requirements.
- Our state has passed several new laws. We are reviewing those and helping interpret what they mean to our organization.
- Training, updating audit manual and other office policies and procedures, and reviewing relevant laws and regulations for our organization.

Consulting

- Data analytics to support operations.

Financials

- Helping to ensure the pandemic costs are being full captured to maximize federal/state reimbursement programs.

Internal audit operations

- We are doing as much continuing education as possible while working from home.
- CPE; budget analysis prep work.
- Annual non-audit required work (update standard work, etc.) and trainings.
- Reviewing P&P, CPE.

Organizational operations

- Research, help operations assess new risks for new emergency programs, lent staff.
- Call center – answering phones assistance.
- Providing assistance to departments that have significantly increased tasks related to the event such as emergency management and absentee ballot processing.

Physical outputs (e.g., construction, agriculture, energy, transportation)

Consulting

- Additional consulting work.
- Response team.

- Supporting our national emergency management team, providing consulting services for some other groups.
- Redirected to consult for business continuity.
- Helping develop guidance, process, or policy specific to COVID-19.
- Consulting on new processes.

Internal audit operations

- Can't perform field work so have to rely on questionnaires and copies of source data which can be manipulated.
- Focusing on administrative reviews, e.g., standards, policies and procedures.
- Administrative work. Also have administrative staff doing audits.
- Team working on restructuring controls and maintaining policies and procedures on SharePoint.

Organizational operations

- Loaning staff.

Consumer-facing activity (e.g., retail, food, travel)

Financials

- Assisting business analytics team with report development to keep up with changing environment.
- Transactional fraud reviews (ecommerce), operational process change consulting.
- Cost-saving projects, reviewing and recommending new policies related to cost management (business still owns), and CARES act support.

Internal audit operations

- Training on internal audit-related skills.
- Internal projects, updating procedures, developing risk-ranking model, contacting customers, reviewing return-to-work plans.

Organizational operations

- Assisting online order fulfillment from brick and mortar locations.
- My team was completely furloughed. I am providing support to the business in any way/shape I can by myself. In the interim, I'm reviewing current audit processes and risk to better align with the business.
- Data analytics projects.
- Helping to fulfill digital orders placed by customers due to increased demand for food, paper goods, and cleaning products.

Non-consumer-facing activity (e.g., business services, media)

Consulting

- Identifying pandemic-related risks to the company that should be sure to update in their BCP.
- Part of emergency operations center and trace team.
- Risk assessments and key control reviews.
- Projects to improve the organizations governance, risk, and compliance and certain expense management projects.
- Assisting with COVID-related activities.
- COVID-19 task force.

Financials

- Balance sheet reconciliations, payroll functions.
- Second line of defense testing for updated loan modification.

Internal audit operations

- Training, learning data analytic tools, etc.
- Helping design and document new controls and changes to existing controls.

Organizational operations

- Facilitation, helping other areas performing assessments.
- Assisting NYS Department of Health hotline and working to coordinate New York State donations of supplies.
- Share of auditors' capacity with support to operations.
- SOX work.

Finance and insurance

Compliance

(Including the Paycheck Protection Program from the U.S. Small Business Administration)

- Review of loan applications for the Paycheck Protection Program (PPP) for completeness and validating customers' calculations.
- Helping with the PPP loan application process with the U.S. Small Business Administration (SBA).
- Some staff are assisting with reviewing SBA Paycheck Protection Program (PPP) loan preparation documentation.
- Participating in PPP Program leadership team, helping IT team to deploy laptops/Citrix.
- Internal controls over financial reporting related to supporting Canadian equivalent of Sarbanes-Oxley.
- We are pulled into the SBA PPP effort full-time plus.

- Assisting loan review with real-time review of PPP loans.
- Helping lending team.
- Our industry (financial services) has new reporting requirements that have to be followed. Audit is working with operations and IT to ensure the company is able to provide complete and accurate reporting.
- We helped operate a call center and respond to emails from customers related to the CARES Act SBA lending program. We outsource audits of SBA loans so I didn't feel it was a conflict. We are now doing quality control for new loans ensuring they were keyed right.
- SBA Paycheck Protection Program assistance.

Consulting (including COVID response teams)

- Helping out various business units and activities. Assisting all business continuity activities. Advising management and business continuity committee of potential risks.
- Supporting COVID team. Day-to-day operational support for financial and investment.
- Advisory services for new products for example SBA lending and remote work activities.
- Helping with COVID-19 dashboards and supporting the business continuity team.
- Working on the pandemic team to help guide bank strategy and focus during the pandemic.
- Assisting vendor management team with risk assessments, and ERM with review of the business continuity program.

Financials

- Account reconciliations.

Internal audit operations

- Updating internal audit operations manual; more time training.
- Audit methodology, process, and/or documentation enhancement initiatives.
- Department improvement projects.
- Training.
- Risk assessment. Policies and procedures update.
- Prepared audit programs, request lists, etc. for the remainder of the year knowing they will be adjusted.
- Identifying and implementing digital enhancements to process; identify opportunities to enhance audit process; using analytics to take a deeper dive into operating areas.

Organizational operations

- Helping with some operations.
- Analytics work needed for operations.
- Helping the first line (i.e., management) in the business banking lending center.
- Second line support.
- First line controls.

- Assisting second line functions to advance areas (accounting/reconciliation oversight, helping advance some action items from audits by assisting management, project manager role).
- Sarbanes-Oxley testing.
- Staff with experience in other departments have been tasked to help in those areas with increased demand.
- Assisting in call center.
- Internal audit staff have been reassigned to help out with processing SBA and mortgage loan extension loans. CAE has remained independent.
- Offered to assist business and support function in processing for mission critical activities, i.e. temporarily stepping into a unit and talking off audit hat.
- Assisting with crisis management and credit risk management.
- Testing access and functionality of systems from home.
- Assisting with clearing of IT tickets.
- Continuous monitoring of disbursements on a real time basis.
- Operational duties to support critical business processes.
- Helping in quality assurance due to staff shortage.
- Cash processing (employee has prior experience).

ABOUT THE AUDIT EXECUTIVE CENTER

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AUDIT EXECUTIVE
— CENTER® —



Global Headquarters

The Institute of Internal Auditors
1035 Greenwood Blvd., Suite 401
Lake Mary, FL 32746 USA

Phone: +1-407-937-1223

Fax: +1-407-937-1108

www.theiia.org/AEC