Strengthening Business Practices:
The Language of Our Control Environment

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Control Environment Agenda

- Speaking a Common Language
  - *What is Internal Control?*
- The Right Controls at the Right Place?
  - *A Five-Part Model*
- Interactive Self Assessment
  - *Attitudes Toward Risk and Control*
- Resources
  - *Role of the Controller, Auditor*
We are *Like* a Business

- Good control is good business
- Good control is everyone’s business
- Business Officers play an especially important role in our control systems
Another Good Reason: Audit Requirements

• Statement of Auditing Standards (SAS) No. 115 (aka SAS 112): *Communicating Internal Control Related Matters Identified in an Audit*

• Significantly tightens the requirements for public reporting of internal control deficiencies
...by the way, what is *Internal Control*?

A *process*, put in place by people, that is designed to provide *reasonable assurance* that we will achieve the following *objectives*:

1. Effectiveness and efficiency of operations
2. Reliability of financial reporting
3. Compliance with laws and regulations
A Framework for Achieving Objectives

Reference Document: Understanding Internal Controls
Management Environment

People and the Work Environment

The foundation of sound internal control

- Control Consciousness
- Tone at the top
- Ethics
- Integrity
- Accountability
Management Environment

People and the Work Environment

Wouldn’t you agree?

Good people can make a bad system work, while bad people can make the best system fail.
Risk Assessment
Identify, Analyze and Manage Risks

Understand Objectives
What are you trying to accomplish?

Understand Risks
What gets in your way?

Manage Risks
What are you doing to manage this?

Acceptable Exposure
Where do you feel exposed?
Control Activities

Business Policies and Practices

• Two types of control activities
  – Preventive
  – Detective

• Common control activities:
  – authorization, approval, reconciliation, review, asset security, separation of duties, information system controls
Monitoring

Analysis of Control Systems over Time

• Are our control practices keeping pace?
  – Ongoing monitoring activities
  – Separate evaluations
Information and Communication

Capture and Exchange of Key Data

- Getting the right information to the right people in time to make quality decisions

- Systems can be formal or informal
  - Formal: sophisticated computer systems
  - Informal: periodic staff meetings
A BOI Challenge: Conduct Your Own Controls Review

• Identify an important business process in your area

• Apply the concepts from the Control Framework
  – What is the business objective?
  – Where is the risk?
  – What are the controls?

• Evaluate the results... take action if needed!
Interactive Self Assessment

*Attitudes Toward Risk and Control*

• How do you view risk and control?
  – Personal perspectives impact the quality of our Control Environment

• Meet Mary, John and Bob
  – Your imaginary co-workers
Examples of Attitudes Toward Risk and Control

Mary, John and Bob all manage their personal money using checking accounts. One objective they have in common is to prevent unauthorized withdrawals from their checking accounts.

In the following scenarios, you will see statements that describe how Mary, John and Bob achieve this objective.
Scenario 1: Attitudes Toward Risk and Control

Objective: To prevent unauthorized withdrawals from their checking accounts

Control: Use a transaction register that includes all deposits, withdrawals, other charges and ending balances

Mary = high risk tolerance

I do not maintain a register. I rely on bank statements to be accurate.

John = medium risk tolerance

Sometimes I update my register; I like to have it updated but sometimes I don’t do it.

Bob = low risk tolerance

I always update my register. One can never be too careful with money.
When considering a transaction register in my personal checking account, I am most like:

1. Mary – High Risk Tolerance  
   25%

2. John – Medium Risk Tolerance  
   40%

3. Bob – Low Risk Tolerance  
   35%
Scenario 2: Attitudes Toward Risk and Control

Objective: To prevent unauthorized withdrawals from their checking accounts

Control: Restricting withdrawal authority to the minimum number of people possible

Mary = high risk tolerance
I am so busy with work and my personal time that sometimes my cousin stops by the bank for me. I trust my family; therefore, I have 5 people authorized to make withdrawals.

John = medium risk tolerance
On my account, my wife and I are authorized. We’re pretty good about telling each other what withdrawals we make.

Bob = low risk tolerance
I only have myself authorized to make withdrawals. That way, if anything looks funny I will know right away that it is an error.
When considering access to my personal checking account, I am most like:

1. Mary – High Risk Tolerance
   1%

2. John – Medium Risk Tolerance
   67%

3. Bob – Low Risk Tolerance
   32%
Scenario 3: Attitudes Toward Risk and Control

Objective: To prevent unauthorized withdrawals from their checking accounts

Control: Bank cash machines are programmed to keep the bank card after 4 failed password attempts to prevent someone from guessing the password.

Mary = high risk tolerance

There shouldn’t be any restrictions. When I am busy, sometimes I forget my password, then I have to get a new card. This is not a user friendly bank!

John = medium risk tolerance

My password is hard to remember. It is so hard, that sometimes I have to enter it several times. Allowing 5 or 6 attempts is acceptable to me.

Bob = low risk tolerance

I think the rule should be 3 strikes and you’re out. I don’t want someone to have easy access to my cash at the ATM.
Bridging Between Home and Work
Comparative Differences:

How do my personal attitudes about risk and control differ between home and work?

1. Attitudes at work are more conservative than home
   - 36%

2. Attitudes at work and home are about the same
   - 49%

3. Attitudes at work are more liberal than home
   - 14%
Opportunities for Improvement
Where do I feel vulnerable?

In my workplace, which area could use the most improvement to strengthen business practices?

1. Budgeting Process (not amount)  22%
2. Purchasing/Making Payments  15%
3. Information Technology  18%
4. Staffing/Human Resources  38%
5. Not Sure  7%
Resources

Who can I call for help?

**Controller**
Line management champion of internal control

**Auditor**
Control consulting, evaluation of controls established by management

**Colleagues**
Everyone is responsible for internal controls
A Balancing Act

- Controls should be proactive, value-added and cost effective
- Cost of a control should not exceed the benefit derived from it