



THE ARC TRAINING GROUP
 A Division of The ARC Consulting Group, Inc.
 A Profit Enhancement Firm
 Providing Educational and Consultative Services to the
 International Business Community

SEMINAR FACT SHEET

PLANNING AND CONDUCTING OPERATIONAL AUDITS: THE COMPREHENSIVE PROGRAM ARC COURSE NO. 002

SEMINAR OVERVIEW

The focus on effective and efficient Operational (Process) Audits are more important now than every. With today’s investor evermore focused on shareholders’ wealth, process managers, process auditors, and individuals challenged with the efficient, effective, and economical use of resources need the tools to quickly analyze key business processes to ensure they are providing the expected return. We designed and developed this comprehensive program to give you these tools to evaluate the critical environments of your organization essential for the enhancement of shareholders’ wealth. You’ll learn how to project the impact of proposed changes to the gains in shareholders’ wealth, determine the best use of limited funds, identify cash leakages, and much more. **This program is so intensive, it requires two instructors!**

For 2 days of this intensive 5-day program, you will put the skills and tools you learned in the beginning of the program to work via a well-managed role-play environment. This program will immerse you in the audit environment, interview key members of strategic and tactical management and selected operational personnel played by your two program leaders.

WHO SHOULD ATTEND

All process auditors, internal and external auditors, process managers, ISO audit professionals, financial professionals, financial management, department heads, project managers, and those responsible for ensuring the effective use and management of corporate resources. This program is a must for anyone with process evaluation and profit-enhancing responsibilities.

AUDIT PROFESSIONALS	FINANCIAL PROFESSIONALS	TECHNICAL PROFESSIONALS	OPERATIONAL PROFESSIONALS	STRATEGIC MANAGEMENT
✓ Staff	✓ Staff	✓ I / T	✓ Supervisors	✓ Managers
✓ Seniors	✓ Controllers	✓ Engineers	✓ Team Leaders	✓ Directors
✓ Managers	✓ Directors	✓ Proj. Managers	✓ Managers	✓ Vice Presidents
✓ Directors	✓ VP’s & CFO’s	✓ ISO & Quality	✓ Plant Managers	CEO’s

WHAT WE WILL COVER

This is the Real Deal. This hands-on program is for experienced business professionals who want to see their organizational units in a completely new light. We measure the effectiveness in corporate growth today by the quantum-leaps in productivity, quality, and profitability they can achieve, not by the incremental gains of yesterday. The true value of the operational audit lies in the continued improvement of the business process and the effectiveness of the total quality management effort.

HOW YOU WILL BENEFIT

- Develop a True Partnership with Process Owners
- Understand the Unique Aspects of the Operational Audit Process
- Realize the Profit-enhancement Potential Operational Audits Provide
- Effectively Develop Risk-Based Audit Objectives
- Understand the Nature and Principles of Operational Controls and How They Add Value
- Learn How to Avoid and Eliminate Conflict
- Sift Through the Details to Find the “Root Cause”
- Develop Control-Based Audit Recommendations and Project their Cost / Benefit
- Conduct Operational Audits in a Wide Range of Areas Including Accounting, Purchasing, Information Technology, Sales & Marketing, Production and Executive Management
- Maintain a Positive Audit Environment
- Sell Your Audit Recommendations to Process Owners

PROGRAM AGENDA

DAY ONE:

- **THE INTERNATIONAL BUSINESS ENVIRONMENT**

This section discusses the role internal audit plays in today’s business environment. We’re all charged with doing more with less. You will gain a new focus on the nature and structure of the organization, the product-decision-information cycle, and how audit fits into the new business model.

- **THE BENEFITS AND OPPORTUNITIES PRESENTED THROUGH OPERATIONAL AUDITS**

In this section, you will gain a clear understanding of how operational auditing can provide a world of benefits and opportunities to the organization not usually envisioned in typical internal audits. By focusing on specific aspects of the control structure, you will learn how to focus on the “Three E’s”; Effectiveness, Efficiency, and Economy. You will see the relationship between business risk and operational objectives, and how the operational audit process can minimize the former to enhance the potential of achieving the latter.

- **THE ROAD MAP TO RISK-BASED OPERATIONAL AUDITING**

The audit is a systematic evaluation of the organization’s business processes. This section provides you with risk-based “Nine-Step Operational Audit Framework[®].” This structured approach, with its roots in COSO, ISO, and professional associations worldwide, represents the most forward-focused Operational Audit Framework available today. This Framework is in place in many of today’s Fortune 100 companies, and gives you a roadmap to performing process audits in any environment.

- **FOCUSING THE INVESTMENT IN AUDIT**

Any project must have clearly defined objectives. This section gives you a sound structure within which the objectives of the audit project are built. Using proven techniques, you will learn how to develop risk-based objectives for both the each unique and specific process audit project.

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DAY TWO:

- **THE NATURE OF OPERATIONAL CONTROLS**

Besides the typical internal control structure found in most effective business processes operational controls provides the environment in which these processes exist. By focusing on this environment, the operational audit can enhance the potential for any business process to yield profitable results. In this section, you will see controls in an entirely new light, and use that vision to identify the “Root Cause” of errors and other business failures.

- **CREATING SHAREHOLDER VALUE**

Investors form corporations to generate wealth. This section gives you an in-depth understanding of the organization from the shareholders’ perspective. You will learn how to use Excel[®] or financial calculators, apply the Capital Asset Pricing Model, to develop metrics against which management can measure the results of improvements within the specific processes audited. You then take that knowledge to the next level, calculating the company’s ROIC and Capital Project Hurdle Rate.

- **EVALUATING CAPITAL PROJECT PROPOSALS**

Capital investment is the lifeblood of the organization. The tools and techniques you learn in this section will enable you to decide which capital projects can add economic value to the organization, and how they investors fund them. Using Excel[®] or financial calculators, you will learn how to project Net Present Value, Internal Rate of Return, Modified Internal Rate of Return, and the Discounted Payback Period of any capital project.

- **THE INTERVIEW PROCESS**

Every interview presents its unique set of challenges and constraints. Understanding the primary purpose of each is the first step in meeting that challenge. Here, you will discuss the varying types of interviews, their objectives and constraints, and how to target the right level of personnel. There are a number of various personality types you will encounter in an interview and presentation environments. Here, you will learn how to meet even the most challenging individual with poise and professionalism.

- **THE AUDIT REPORT AS A BUSINESS PLAN**

We measure the effectiveness of the audit project by the benefits offered to the process owner. The audit report is a business plan: a proposal to management for the enhancement of profits. This section will give you the tools, structure, and concepts essential for success.

DAYS THREE AND FOUR:

- **THE OPERATIONAL AUDIT SIMULATION**

We believe that the most effective way to learn how to perform Operational Audits is to do them. This program includes an audit simulation in which the divides the class into audit teams, and performs a “Hands-On” audit of a real company. The program leaders play the roles of various managers, and the teams interact with these managers in a “Real-Life” audit environment. Audit teams interview key personnel, analyze data, evaluate processes, develop recommendations and present these in an interactive environment using both written and verbal media. The program ends with an exit conference with key management during which each team presents their recommendations in a “True-Life” environment.

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This simulation will expose you to actual operational audits in the following areas:


- Executive Management
- Production
- Purchasing
- Human Resources
- Finance and Accounting
- Information Technology
- Sales and Marketing

Through this intensive simulation, you will identify Audit Concerns, Develop Compliance and Substantive tests to gather supportive audit evidence, have your Interim Audit Memorandum evaluated by Program Leaders, and learn valuable interpersonal skills in real-life interviewing situations

This is the Real Deal. No other seminar provider has a more comprehensive Operational Audit Program.

SEMINAR PRICING AND LOGISTICS

Duration: 4 Days	Program Level: Intermediate
Seminar Fee: \$ 10,500	Average Cost / Attendee: \$ 420
Prerequisites: Two Years Experience	Advanced Preparation: None
Maximum Attendance: 25	CPE Hours: 32
Delivery Method: Group Live	Booking Instructions: Call (904) 268-1148
This fee includes all instructor travel, living and professional fees, and all participant materials. The client is responsible for training facility, audio-visual requirements, and other creature comforts. For information regarding refund, complaint and program cancellation policies, please visit our website at www.arctraining.com, or call Kate Robbins at (904) 268-1148.	
For additional savings to your organization, invite participants from companies in your area who may also be interested in this program. The ARC Training Group places no restrictions on who you can ask to join your group.	

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