



Stakeholder Report

SAMPLE

Org Name
Date



The purpose of the Stakeholder Survey is to identify and articulate:

- The expectations of Internal Audit stakeholders, including executive management, the Board/Audit Committee and the CEO.
- How to align and maintain the alignment of the various expectations from key stakeholders.
- Opportunities to build and reinforce the relationship between the Board/Audit Committee and Internal Audit.
- The Internal Audit practices and activities that are most highly valued by Boards/Audit Committees.
- Best practices regarding performance monitoring, communications and reporting of Internal Audit by Boards/Audit Committees.

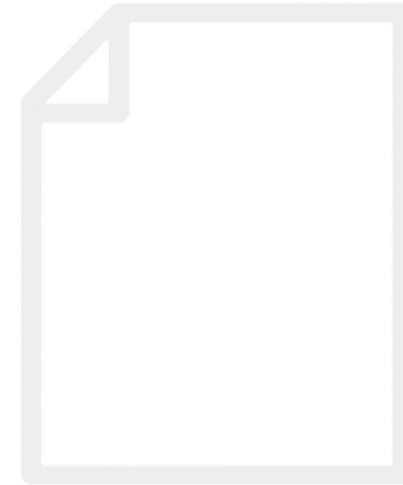


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This report contains the answers provided from the key stakeholders you have identified within your organization.

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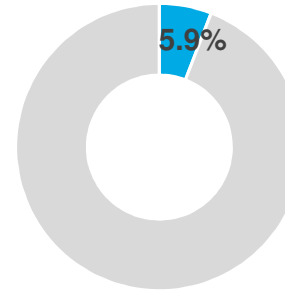
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Your suggestions for improvement are always welcome and can be submitted via e-mail to ais@theiia.org.

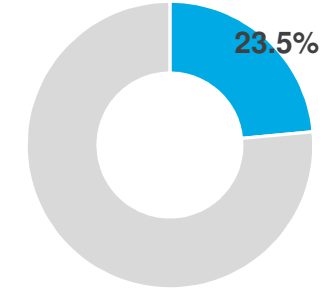
Q1. Which of the following best describes your position with the organization?

Position in the Organization	Count	Percentage
Board Committee Chair (audit, compensation, governance, etc.)	1	5.9%
Board Member/Audit Committee Member (or equivalent role) – employee of the organization	4	23.5%
Board Member/Audit Committee Member (or equivalent role) – not an employee of the organization	6	35.3%
Chief Compliance Officer (or equivalent role)	1	5.9%
Chief Executive Officer (or equivalent role)	1	5.9%
Chief Information Officer (or equivalent role)	1	5.9%
Chief Legal Officer (or equivalent role)	1	5.9%
Chief Operating Officer (or equivalent role)	1	5.9%
Chief Risk Officer (or equivalent role)	1	5.9%
Total:	17	100.0%

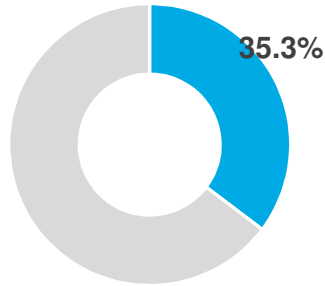
Board Committee Chair (audit, compensation, governance, etc.)



Board Member/Audit Committee



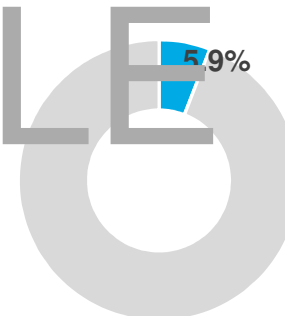
Board Member/Audit Committee Member (or equivalent role) – not an employee of the



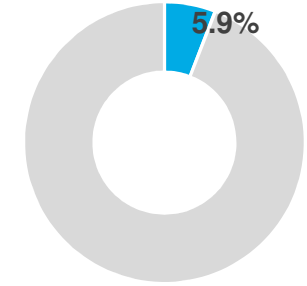
Chief Compliance Officer (or equivalent role)



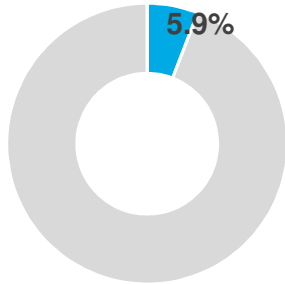
Chief Executive Officer (or equivalent role)



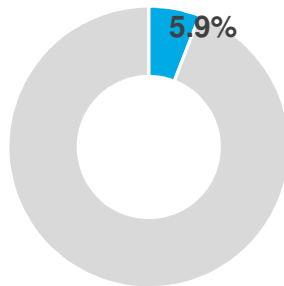
Chief Information Officer (or equivalent role)



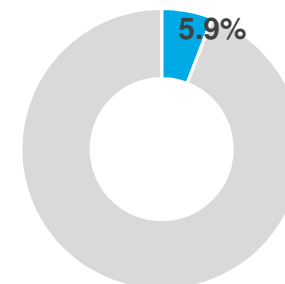
Chief Legal Officer (or equivalent role)



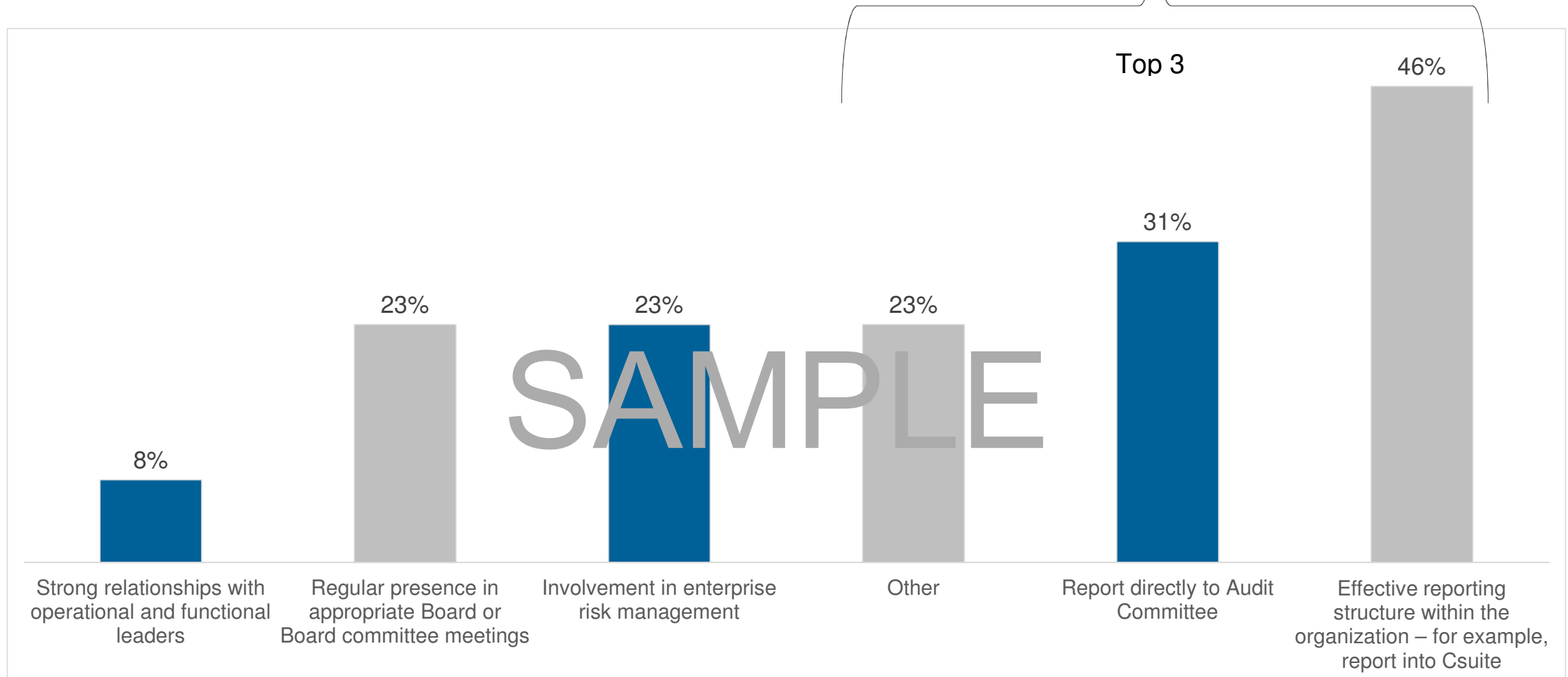
Chief Legal Officer (or equivalent role)



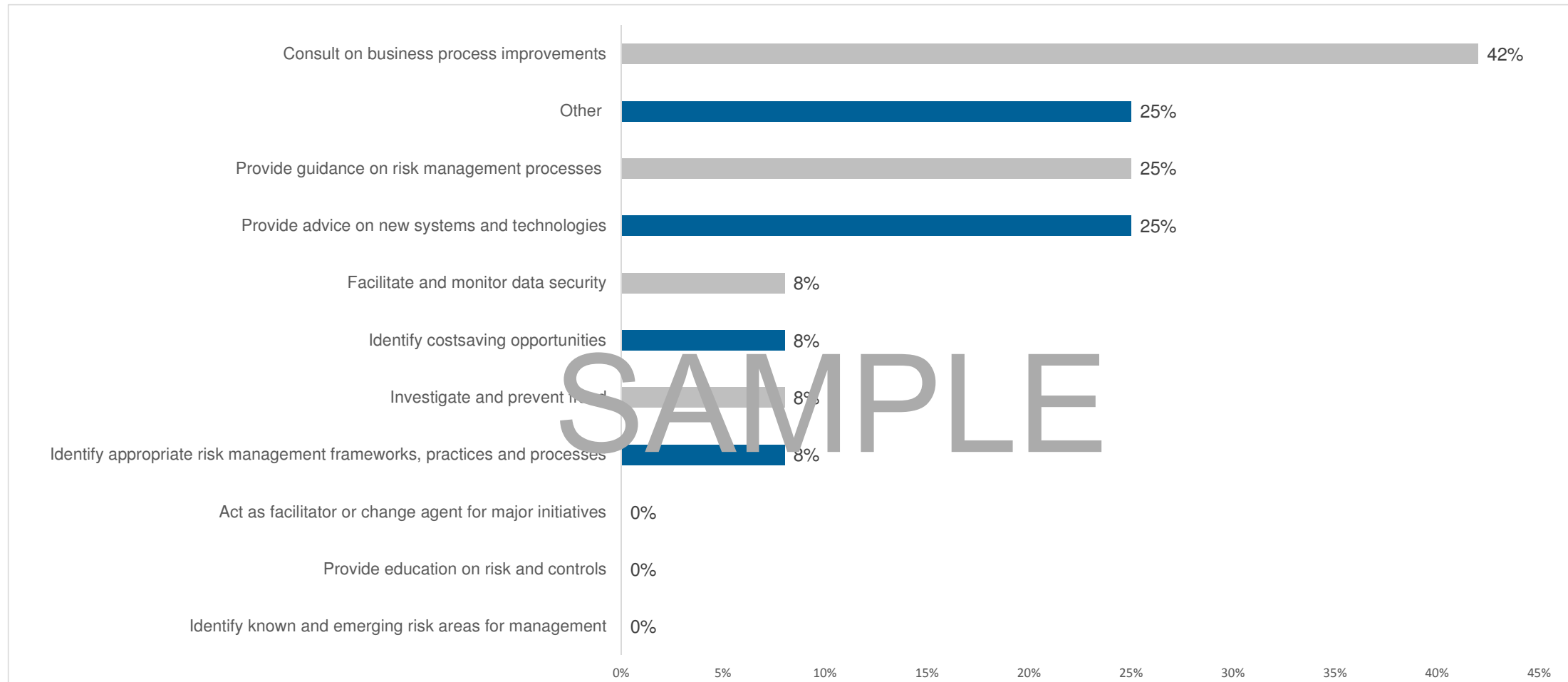
Chief Operating Officer (or equivalent role)



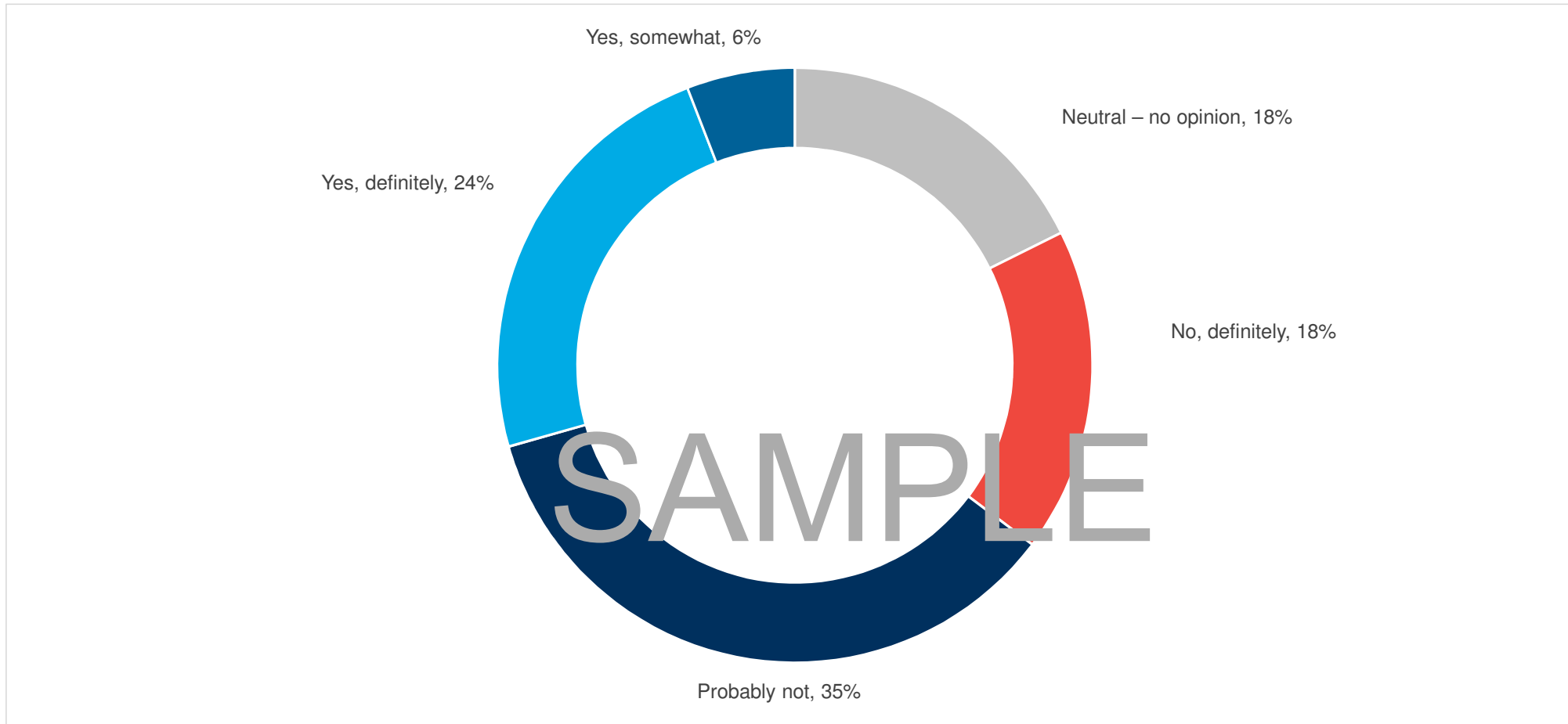
Q2. What have you found to be the three most effective strategies for a Chief Audit Executive to employ in order to prioritize and address competing demands in the organization?
(Please mark the three that apply.)



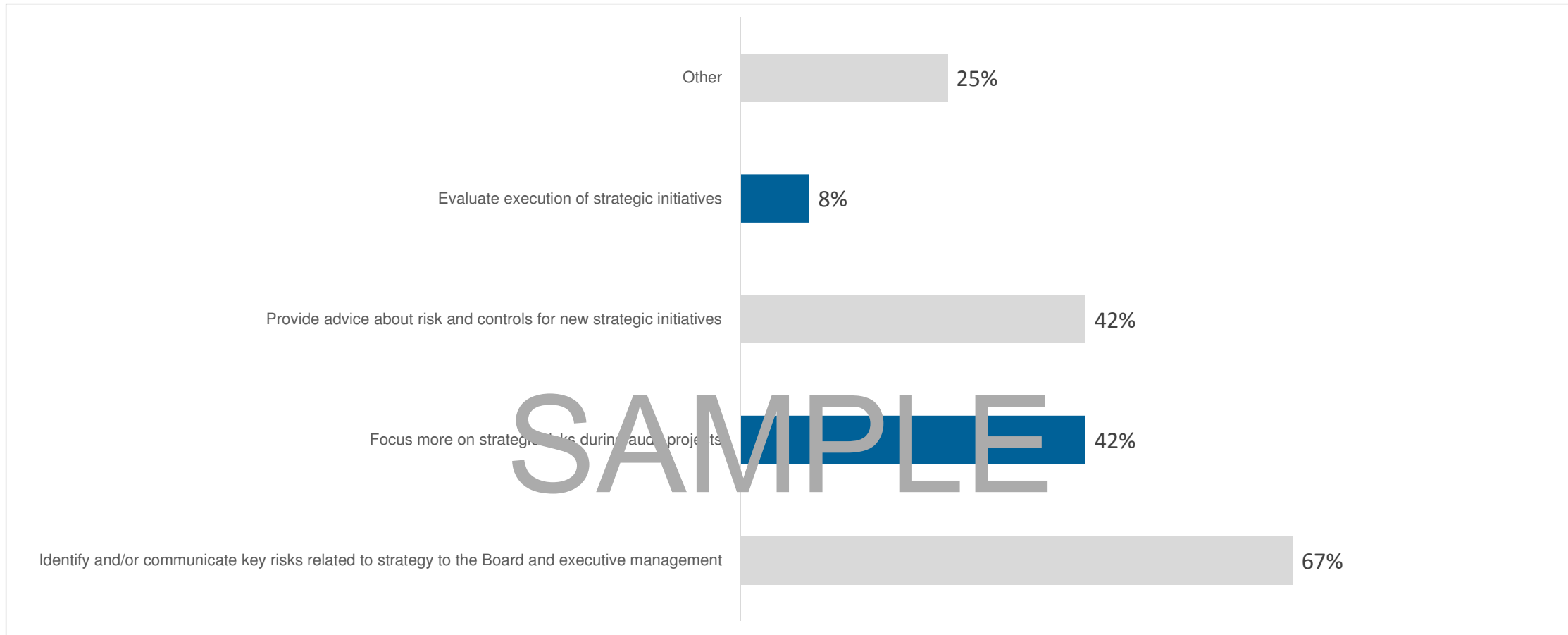
Q3. Internal Audit's customary role involves providing objective assurance regarding the adequacy of risk mitigation and control systems. In addition to assurance, there are areas in which Internal Audit may be involved. Which of the following areas should, beyond assurance, be in scope for Internal Audit?
(Please select all that apply.)



Q4. Should Internal Audit have a more involvement with the organization's strategic risks?
(For example: plans for global expansion, new products, new distribution channels)



Q5. Please designate which of the following are avenues for Internal Audit to increase its involvement with strategic risks.
(Respondents were allowed to choose multiple responses)



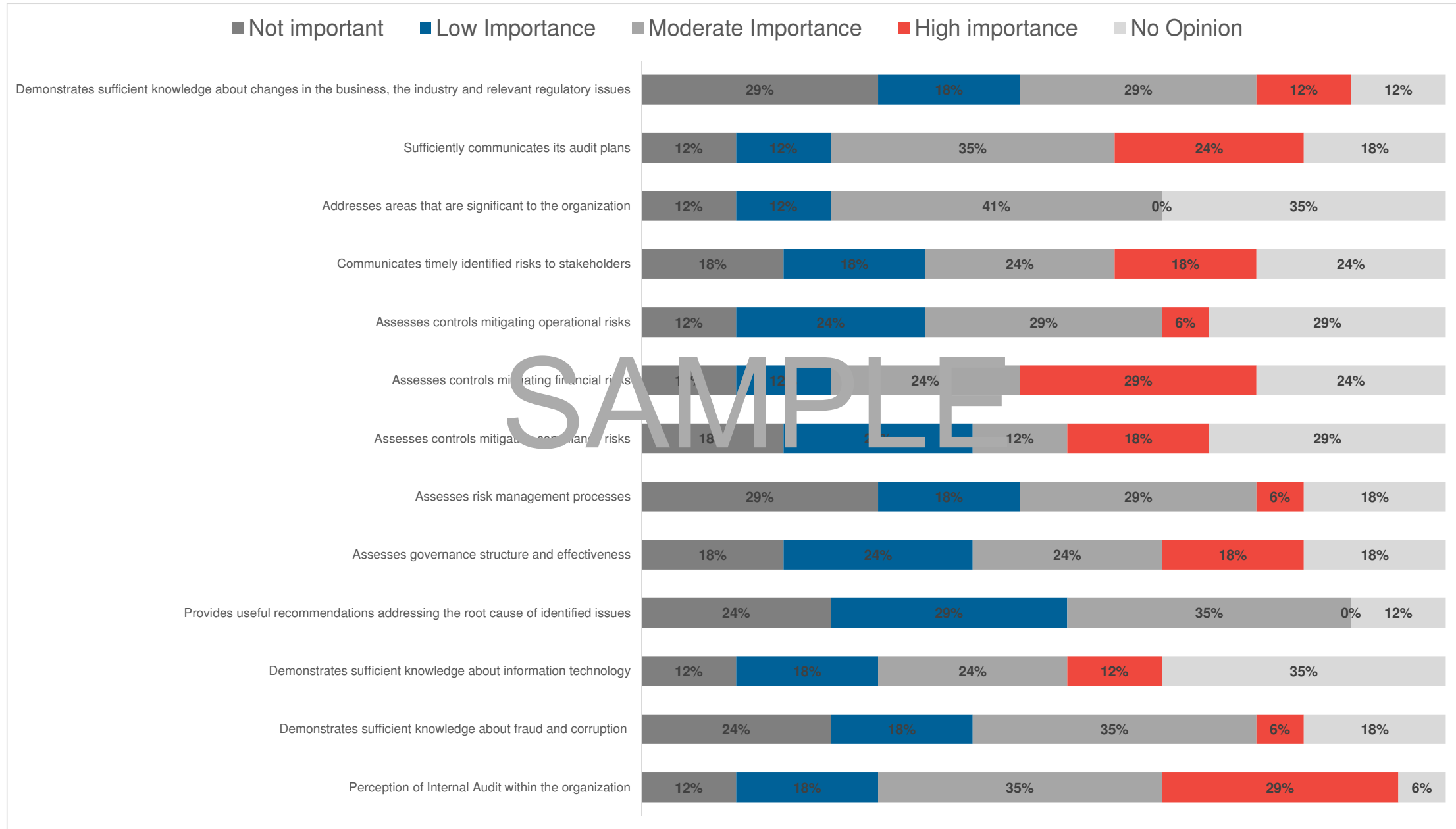
Q6. Please provide a response to each of the following statements regarding the work of internal audit according to its importance and level of internal audit performance: (Importance of Topics)

(Respondents could only choose a single response for each topic)

Response		Not important	Low Importance	Moderate Importance	High importance	No Opinion	Total
Demonstrates sufficient knowledge about changes in the business, the industry and relevant regulatory issues	Count	5	3	5	2	2	17
	% By Row	29%	18%	29%	12%	12%	100%
Sufficiently communicates its audit plans	Count	2	2	6	4	3	17
	% By Row	12%	12%	35%	24%	18%	100%
Addresses areas that are significant to the organization	Count	2	2	7	0	6	17
	% By Row	12%	12%	41%	0%	35%	100%
Communicates timely identified risks to stakeholders	Count	3	3	4	3	4	17
	% By Row	18%	18%	24%	18%	24%	100%
Assesses controls mitigating operational risks	Count	2	4	5	1	5	17
	% By Row	12%	24%	29%	6%	29%	100%
Assesses controls mitigating financial risks	Count	2	2	4	5	4	17
	% By Row	12%	12%	24%	29%	24%	100%
Assesses controls mitigating compliance risks	Count	3	4	2	3	5	17
	% By Row	18%	24%	12%	18%	29%	100%
Assesses risk management processes	Count	5	3	5	1	3	17
	% By Row	29%	18%	29%	6%	18%	100%
Assesses governance structure and effectiveness	Count	3	4	4	3	3	17
	% By Row	18%	24%	24%	18%	18%	100%
Provides useful recommendations addressing the root cause of identified issues	Count	4	5	3	0	2	17
	% By Row	24%	29%	18%	0%	12%	100%
Demonstrates sufficient knowledge about information technology	Count	2	3	5	2	6	17
	% By Row	12%	18%	29%	12%	35%	100%
Demonstrates sufficient knowledge about fraud and corruption	Count	4	3	6	1	3	17
	% By Row	24%	18%	35%	6%	18%	100%
Perception of Internal Audit within the organization	Count	2	3	6	5	1	17
	% By Row	12%	18%	35%	29%	6%	100%
Total:	Count	39	41	64	30	47	221
	% By Row	18%	19%	29%	14%	21%	100%

Q6. Please provide a response to each of the following statements regarding the work of internal audit according to its importance and level of internal audit performance: **(Importance of Topics)**

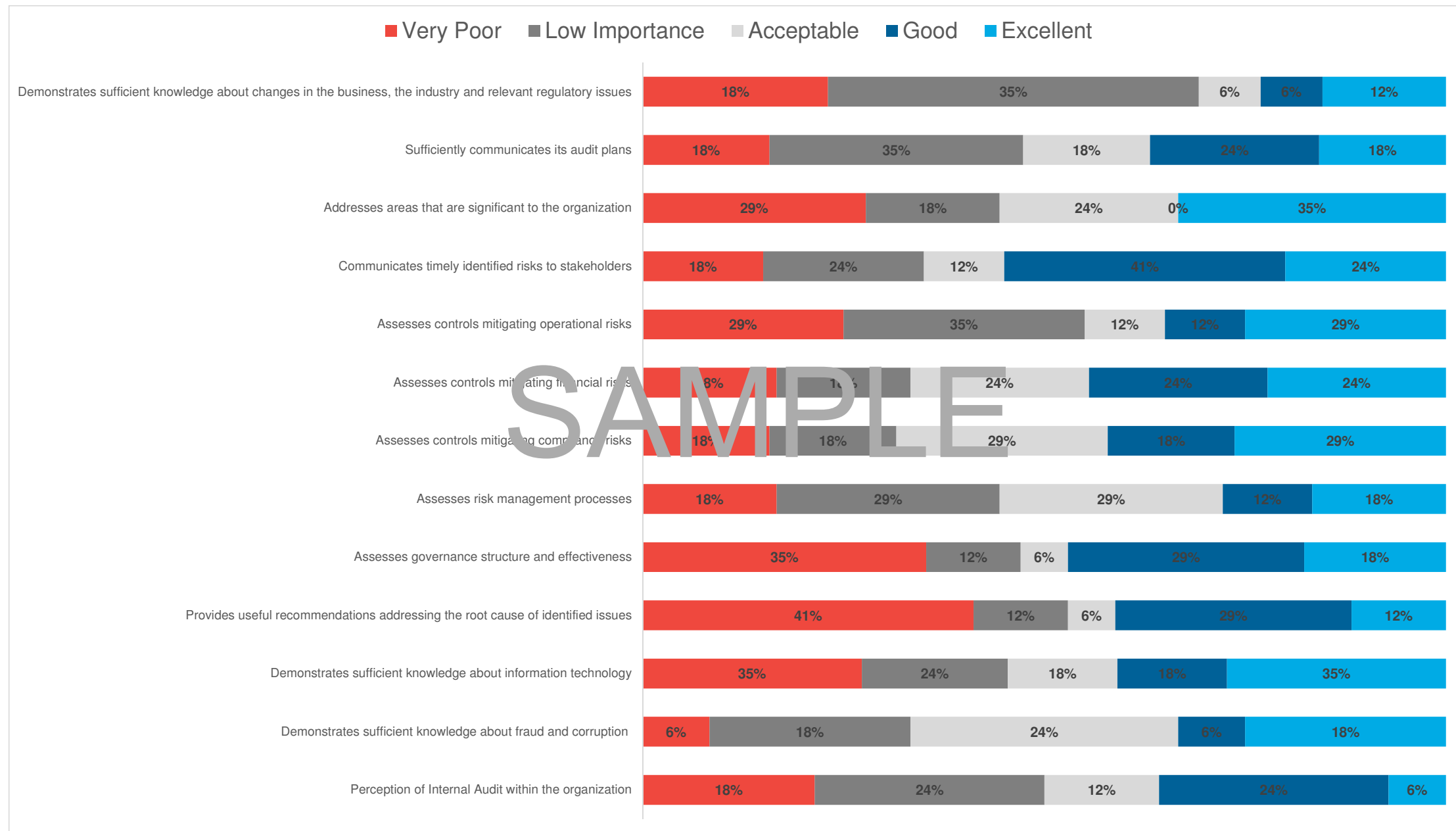
(Respondents could only choose a single response for each topic)



Q7. Please provide a response to each of the following statements regarding the work of internal audit according to its importance and level of internal audit performance: **(Performance of Internal Audit)**

Response		Very Poor	Poor	Acceptable	Good	Excellent	Total
Demonstrates sufficient knowledge about changes in the business, the industry and relevant regulatory issues	Count	3	6	1	1	6	17
	% By Row	18%	35%	6%	6%	35%	100%
Sufficiently communicates its audit plans	Count	3	6	3	4	1	17
	% By Row	18%	35%	18%	24%	6%	100%
Addresses areas that are significant to the organization	Count	5	3	4	0	5	17
	% By Row	29%	18%	24%	0%	29%	100%
Communicates timely identified risks to stakeholders	Count	3	4	2	7	1	17
	% By Row	18%	24%	12%	41%	6%	100%
Assesses controls mitigating operational risks	Count	5	6	2	2	2	17
	% By Row	29%	35%	12%	12%	12%	100%
Assesses controls mitigating financial risks	Count	3	3	4	4	3	17
	% By Row	18%	18%	24%	24%	18%	100%
Assesses controls mitigating compliance risks	Count	3	3	5	3	3	17
	% By Row	18%	18%	29%	18%	18%	100%
Assesses risk management processes	Count	3	5	5	2	2	17
	% By Row	18%	29%	29%	12%	12%	100%
Assesses governance structure and effectiveness	Count	6	2	5	5	3	17
	% By Row	35%	12%	29%	29%	18%	100%
Provides useful recommendations addressing the root cause of identified issues	Count	7	5	5	5	2	17
	% By Row	41%	29%	29%	29%	12%	100%
Demonstrates sufficient knowledge about information technology	Count	6	4	3	3	1	17
	% By Row	35%	24%	18%	18%	6%	100%
Demonstrates sufficient knowledge about fraud and corruption	Count	1	3	4	1	8	17
	% By Row	6%	18%	24%	6%	47%	100%
Perception of Internal Audit within the organization	Count	3	4	2	4	4	17
	% By Row	18%	24%	12%	24%	24%	100%
Total:	Count	51	51	37	41	41	221
	% By Row	23%	23%	17%	19%	19%	100%

Q7. Please provide a response to each of the following statements regarding the work of internal audit according to its importance and level of internal audit performance: **(Performance of Internal Audit)**



Q8. Which of the following best describes the maturity of the organization's internal audit function?

Controlling/Optimized Stage – IA management and activities are considered optimized for the organization; IA's insight and advice are actively sought out by management and the board related to governance, risk and control topics; they are a

----- 24%

Leading/Managed Stage – IA continually improves and innovates its activities regarding governance, risk and control; organizations at this level have implemented a continuous Quality Assurance and Improvement program, anticipating not only reacting.

----- 18%

Performing/Integrated Stage – IA management and professional practices are both applied evenly; Policies, processes, and procedures are defined, documented and integrated; organizations at this level are in full conformance with the standards

----- 24%

Building/Infrastructure Stage – Planning and in process of establishing sustainable and repeatable IA practices and procedures.

----- 12%

Initial Stage – Dependent on individual efforts; Ad hoc/unstructured; Outputs are dependent largely on individual skills and position.

----- 24%

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Q9. What are other areas in your organization where Internal Audit excels or can enhance its performance?

- Response 1
- Response 2
- Response 3
- Response 4
- Response 5
- Response 6

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