

# Gartner Audit Score

Sample report excerpt

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# Meet Gartner Audit Score

## Introduction to Gartner Audit Score

Functional leaders use Gartner Audit Score to measure the maturity of their function in key activities, prioritize areas of improvement and plot the function's path to improvement. This is an excerpt from a full report, which provides detail on a wide range of functional activities. Gartner Audit Score covers **25** functional activities across **6** functional objectives.

### Here's how it works



#### 1. Measure the performance of the function in terms of:

- **Maturity.** We ask a series of yes/no questions about how your function approaches and executes each one of a range of key activities and objectives specific to your function.
- **Importance.** We ask you to indicate how important each of those activities is for your function to meet its enterprise objectives.



#### 2. Prioritize.

- **See your maturity levels at a glance.** On a simple bar graph, we plot the maturity level of each activity and its importance — and you get your first glimpse of where maturity and importance aren't aligned. For example, your function may be highly mature in activities that aren't very important to driving business priorities or highly immature in activities that are.
- **See your priorities in rank order,** based on those gaps between maturity and importance. Immediately you can see what should be your highest priorities for improvement if your function is to drive business goals effectively. You also see which activities need less attention.



- #### 3. Improve.
- We provide you with steps to take on your path to improvement in whatever activities the data shows to be the biggest significant opportunities for improvement.
- **“A Pathway to Maturity”** lists action steps required to reach the next level in each specific activity.
  - **Recommended related resources** provide associated insights. In some cases, a Gartner advisor delivers the report and helps with prioritization and action planning.

Read on for more insights and recommendations you might receive on an individual activity. A complete report shows you the current status and improvement path for all activities and objectives in your function.

# How mature are your functional activities?

Gartner Audit Score benchmarks your self-assessment to provide you with a current maturity score by activity.

Allocate Assurance Coverage 2-	Conduct Audits 2+	Engage Stakeholders 2-	Develop and Manage Audit Talent 3-	Manage Audit Methodology and Operations 2+	Manage the Department 2+
Conduct Risk Assessment 2	Conduct Engagement Risk Assessment 4-	Communicate with the Audit Committee 2	Develop Audit Workforce Strategy 2-	Refine Audit Methodology 2-	Develop Audit Department Strategy 4-
Develop and Update the Audit Plan 1+	Determine Audit Engagement Scope and Objectives 1	Communicate with Senior Management 3-	Assess and Manage Auditor Performance 4	Measure Department Performance 3+	Manage External Partners and Vendors 2+
Coordinate with Other Risk/Control Groups 1	Perform Fieldwork and Testing 3	Engage with Line Management 2-	Develop Auditor Skills and Competencies 3	Manage Audit Quality Assurance 3-	Design Audit Department Structure 1+
Manage SOX Compliance 2	Report on Audit Findings 2-	Drive Improvement in Risk and Control Outcomes 1	Guide Auditor Development and Career Paths 2	Integrate Data Analytics Capabilities 2	
	Validate and Monitor Corrective Action Plans 2+			Manage Audit Technology 2-	

High Maturity	Low Maturity
Medium Maturity	Not Assessed

**Maturity:** Measured on a scale ranging from 1 (Low) to 5 (High), maturity measures how advanced an organization's development is in a functional activity relative to Gartner's best practice research. Maturity scores are refined with a (+) or (-) to indicate intermediate levels of maturity.

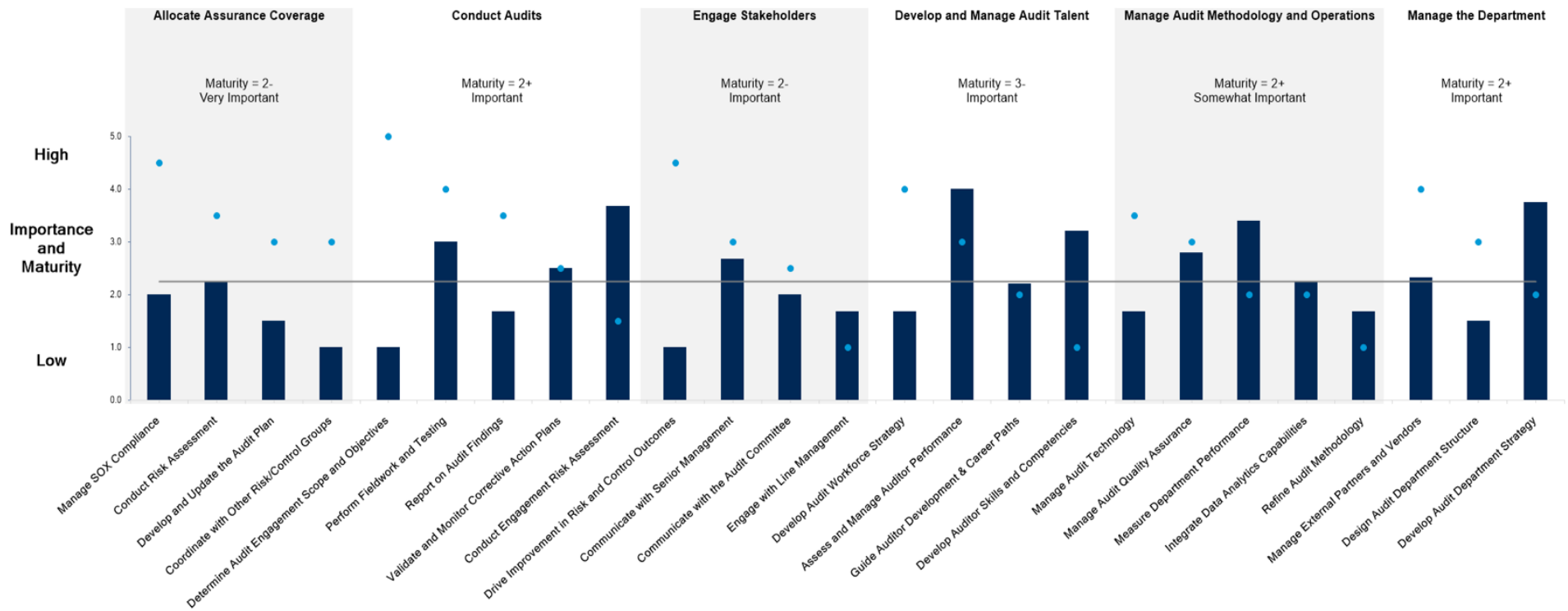
The set of activities as mapped here is subject to change.

Source: Gartner

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# How do maturity and importance compare?

Gartner Audit Score plots your benchmarked maturity score against the importance you assign to that activity in terms of its criticality for your function to meet enterprise business objectives.



## Select Findings

### Lowest Maturity

- Drive Improvement in Risk and Control Outcomes
- Determine Audit Engagement Scope and Objectives
- Coordinate with Other Risk/Control Groups
- Design Audit Department Structure

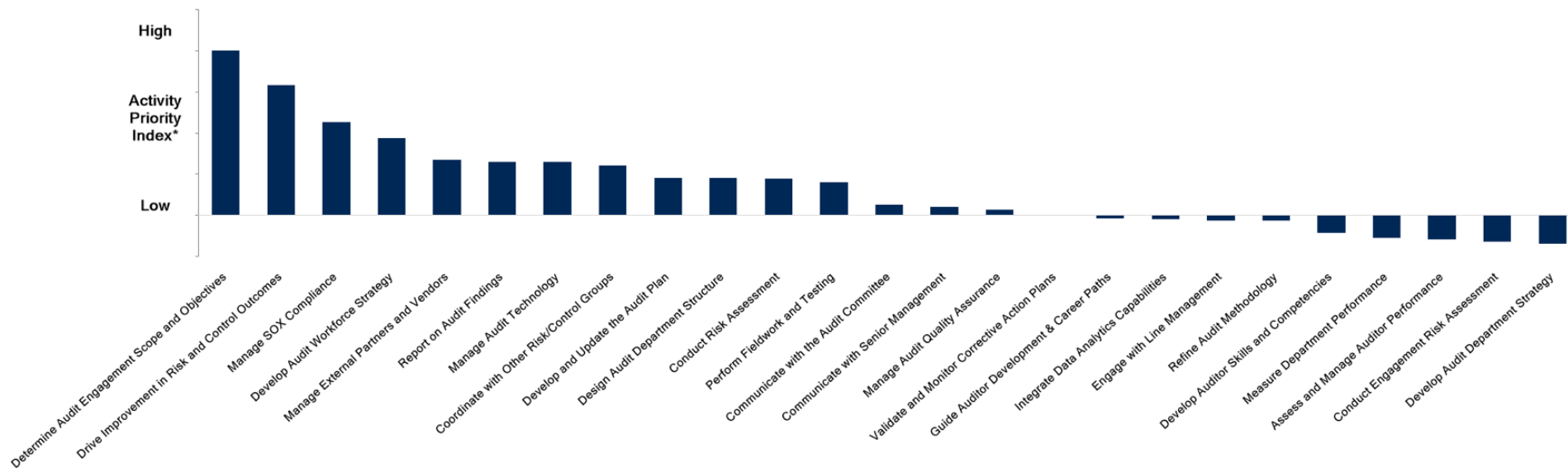
### Highest Importance

- Determine Audit Engagement Scope and Objectives
- Manage SOX Compliance
- Drive Improvement in Risk and Control Outcomes
- Perform Fieldwork and Testing

# What are the high-priority areas for your function?

**Gartner Audit Score rank-orders your improvement priorities, based on the gap between maturity and importance. The Activity Priority Index (API) identifies where the function is less mature in activities of greater importance. A higher API score indicates a greater priority to the organization.**

The Activity Priority Index identifies where the function is less mature in activities of greater importance.



## Highest Priority

- Determine Audit Engagement Scope and Objectives
- Drive Improvement in Risk and Control Outcomes
- Manage SOX Compliance

## Lowest Priority

- Develop Audit Department Strategy
- Conduct Engagement Risk Assessment
- Assess and Manage Auditor Performance

# High-priority area: Determine Audit Engagement Scope and Objectives

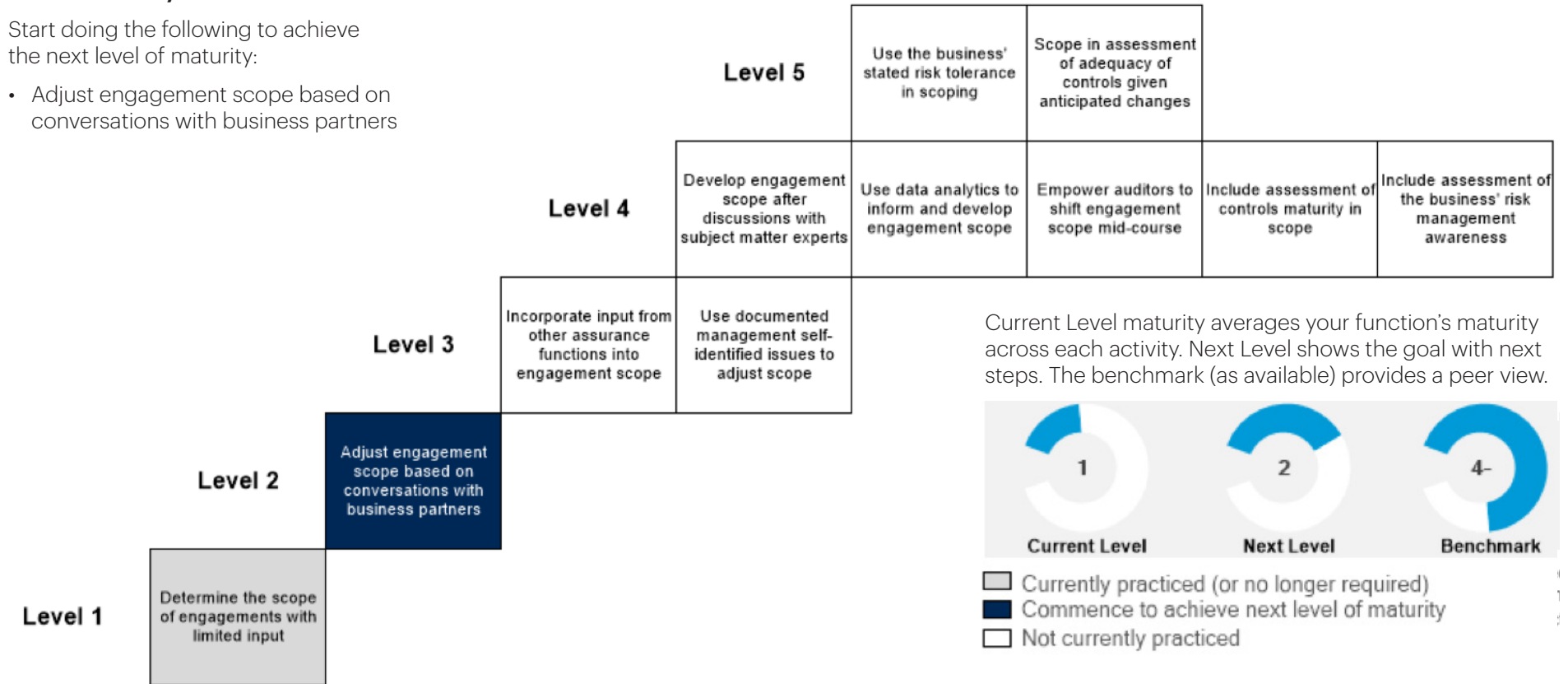
How the audit team determines the scope of audit engagements

**Gartner Audit Score provides next steps for each individual activity, based on current and desired state.**

## Path to Maturity

Start doing the following to achieve the next level of maturity:

- Adjust engagement scope based on conversations with business partners



# Determine Audit Engagement Scope and Objectives

Sample recommended resources

## Featured resources

### Risk Tolerance Based Audit Scoping

Consider the risk tolerance of auditees to more effectively scope audit engagements.

### Set Shared “Success” Expectations

Conduct pre-engagement discussions with the business unit leadership to determine what needs to go right for the business and audit to succeed.

### Auditor-Led Methodology Changes

Enable auditors to recommend alternative methodologies and scope changes during the audit engagement.

## Foundational practices

### Example Audit Engagement Opening Conference Slides

Educating Auditees on the Audit Process Use this editable PPT deck to help build a compelling presentation to educate auditees on the scope, purpose, and timelines for an audit engagement

### Example Country Audit Scope Document

Use strategic considerations and data analytics opportunities in audit scoping

### Disciplined Audit Scoping

Over-invest in audit scoping to focus engagement coverage on the organization’s key risks.

**Learn how you can use Gartner Audit Score to evaluate your functional maturity and priorities.**

### Contact Us

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### About Gartner

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Our unmatched combination of expert-led, practitioner-sourced and data-driven research steers clients toward the right decisions on the issues that matter most. We are a trusted advisor and an objective resource for more than 15,000 enterprises in more than 100 countries — across all major functions, in every industry and enterprise size.

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