



Essilor of America
Audit and Consulting Services

Opening and Closing Conference Strategies

Dallas IIA
Core Audit Skills Track
February 5, 2008

Chris Desjardins



Introduction

- Chris Desjardins
Director of Audit and Consulting Services
Essilor of America
 - 20 + years
 - 6 employers
 - 4 continents

It's all about people.
- Len Mullen, GSX



Audit and Consulting Services Mission Statement

... to provide solution-oriented assurance and advisory services to support stakeholders and executives within North America in the evaluation of business risk, the achievement of operational objectives and the discharge of their stewardship responsibilities to shareholders.



Opening and Closing Meetings

■ Professional Standards

- 2200 develop a plan
- 2210 objectives should be established
- 2400 communicate engagement results

Little guidance on meetings.



Opening and Closing Meetings

■ Textbook

- Auditors use ... memoranda for ... preliminary communication. ... also telephone or visit with auditee management.
- The internal auditor should discuss conclusions and recommendations ... before issuing final reports.
- ... it is essential that auditors establish constructive relationships with other people in the organization.
- The best way to ensure effective communication is to plan encounters and to be aware of the communication process as these exchanges develop.

INTERNAL AUDITING Principles and Techniques
- Ratiff, Wallace, et. al.



Opening Meeting – Objectives



Opening Meeting – Objectives

- Manage Expectations
- Explain the Audit Process
- Obtain Management Buy-in
- Address Protocol Items
- (Follow-up on) Document Requests

Auditors audit every day, auditees get audited only every five years.



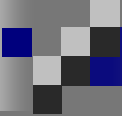
Opening Meeting – Attendees

- Process Owner
- All Affected
- Authority Figure
- Sponsor
- ?? Others



Opening Meeting – Agenda

- Audit Objective and Scope
- Audit Process
- Closing Meeting (discuss and schedule)
- Define Communication Lines
- Requests for Documents, Resources, Personnel, etc.



Opening Meeting – Agenda (cont'd)

- Auditee Education
 - Audit Process
 - Internal Controls
 - Corporate Policies
 - Sarbanes Oxley
- Issues and Concerns



Closing Meeting – Objectives



Closing Meeting – Objectives

- Accomplish ACS Mission
- Agree on Facts
- Agreement on Recommendations
- Obtain Mgt Response and Action Plan
- Obtain Commitment
- Facilitate Report Process
- No surprises



Closing Meeting – Attendees

- Limit Number
- Decision Making Authority
- Process Owner
- Knowledge of Procedures / Systems
- Line Managers
- Procedure Writer

Invite the right people.
How many is too much ?



Closing Meeting – Agenda

- Introduction of Participants
- Thank You
- Reporting and Follow-up Process
- Overall Conclusion
- Findings
- Open Items / Next Steps
- ++



Closing Meeting – Timing

- Evening Before / Last Day AM
- Ample Time for Discussion.
- Time for Follow-up.
- Shorter = Better

‘So, when’s your plane?’



Closing Meeting – Considerations

- Rehearse Presentation
 - Think from Auditee's Viewpoint
 - Anticipate Responses
- Added Value Recommendations
- Who Talks and Presents
 - Exposure for Staff
 - Allows for Escalation



Closing Meeting – Considerations

■ Food

- Donuts and Coffee in AM
- Over Lunch
- Prep over Dinner

■ Discuss / Forward Findings in Advance

- Get Response Ahead
- Loyalty to Own Management



Closing Meeting – Considerations

- Start with Chit-Chat
- Seating
 - We / They
 - Round Table
- Site
 - Theirs / Ours / Neutral
 - Away from Distractions



Closing Meeting – Considerations

■ Food

- Donuts and Coffee in AM
- Over Lunch
- Prep over Dinner

■ Discuss / Forward Findings in Advance

- Get Response Ahead
- Loyalty to Own Management



Closing Meeting – Considerations

- Judicious Intimidation
- Highlight Positive
- Dress Code
 - “When in Rome ...
 - Power Clothes
 - Fragrances
 - Hygiene



Closing Meeting – Considerations

■ Communication Media

- Paper – Findings
- Paper – Report
- Presentation
- Projector
- Web-Ex Conference

■ Auditee Input into Recommendations



Closing Meeting – Considerations

- Discuss Risk and Exposure
 - Value in Dollars
 - Define Population
 - Risk and Consequence
 - Cost / Benefit
- Approach as Sales Meeting
- Negotiation



Closing Meeting – Considerations

- Authority
 - Auditee
 - Auditor
- Order of Findings
 - Focus on Acceptance
 - Throwaways
 - Never, EVER Give in on the First Point
- Emotional Arguments



Closing Meeting – Considerations

- Know When the Discussion Ends
- Language / Wording
 - Do Not Embarrass
 - Do Not Editorialize
 - Precision in Findings
- Auditee Signs Off on Findings



Closing Meeting – Considerations

- Encourage Questions / Dialogue
 - Leave No Questions Unasked
 - Take Advantage of Meeting
- Auditee Signs Off on Findings
- ++++



Contact Information

Christian P. Desjardins

Director - Audit and Consulting Services

Essilor of America

13515 North Stemmons Freeway

Dallas, Texas 75234

972.764.1299

cdesjardins@essilorusa.com