

## I. DESCRIPTION OF WORK

Positions in this banded class manage an auditing operation by either assisting with or having full responsibility for: the establishment of long- and short-term goals and objectives; the formulation of audit programs and policies; and the overall direction of audit staffing, training, and development. Positions provide leadership in the development of control guidelines and audit programs in financial, program operation, systems, or tax audit areas. Audit Managers will confer with and advise subordinates on administrative policies and procedures, technical problems, priorities, and methods. They assist with or have full responsibility for audit program design and/or changes to ensure compliance with federal and state laws, audit standards, and legal opinions. Administrative direction is provided in the preparation of activity and progress reports for executive management or the legislature and technical direction will be provided for controversial, sensitive and/or precedent setting audits. Human resources responsibilities include: ensuring compliance with human resources policies and procedures, identifying work competencies and performance measures, recruitment and selection, counseling, discipline, and ensuring the performance management for a diverse workforce. Positions are responsible for allocating available staff, assets, and resources in order to meet work goals. Positions must deal tactfully with controversial issues/problems and maintain successful working relationships with clients, other employees, administrators, and the public. They regularly monitor the quality and quantity of service delivery efforts including advocating for employees and support staff where resources may be limited or constrained. Audit managers engage employees in career development methods and principles. They solicit and respond to employee feedback concerning all aspects of their work experience. Positions are responsible for self-development by demonstrating a commitment to continuous learning, self-awareness and performance through feedback. The assigned competency level (C, J, A) of the Audit Manager is affected and determined by factors such as occupational field, the subject matter of the work, financial diversity, public policy concerns, consequence of adverse results, diversity and sophistication of clients, organizational structure, level and number of employees and nature/level of public contact.

## II. ROLE DESCRIPTIONS BY COMPETENCY LEVEL

Contributing	Journey	Advanced
<p>Positions at this level typically perform supervisory functions for a single organization or unit with a unique area of assignment. Positions exercise a high level of independent decision-making. Positions may perform training functions for their individual area of assignment, review work of assigned staff, assist with interviewing and selecting staff, interpret and provide input into standard operating policies and procedures, and resolve minor discipline and other employee relations issues.</p>	<p>Positions at this level typically perform managerial functions for one unit or organization, assessing and ensuring the provision of a full range of audit services. Positions exercise a high level of independent decision-making. They perform training functions for their individual area of assignment, review work of assigned staff, assist with interviewing and selecting staff, interpret and provide input into the governing body and unit standard operating policies and procedures, and resolve minor discipline and other employee relations issues.</p>	<p>Positions at this level typically perform managerial functions over multiple organizational units, a specific region, or an entire organization. Positions exercise a high level of independent decision-making. Positions may be responsible for cross training and assignment of staff across heterogeneous service areas in order to effectively respond to work needs.</p>

**III. COMPETENCIES**

Competency	Definition
<b>Knowledge - Professional</b>	Considerable knowledge of professional fiscal theory, techniques, practices, and procedures. Considerable knowledge of the fiscal area of assignment and skill in applying this knowledge in a review. General knowledge of state and federal rules and regulations governing the fiscal program. General knowledge of agency/university practices, procedures and principles.
<b>Program Supervision and Administration</b>	Ability to establish expectations and clear direction to meet goals and objectives. Ability to motivate and engage employees through effective communication. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining, and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies.
<b>Critical Thinking</b>	Ability to utilize questioning, analysis, synthesis, interpretation, inference, inductive and deductive reasoning, intuition, application and creativity. Ability to assess and interpret work. Ability to develop, evaluate, implement, and modify work. Ability to make accurate decisions.
<b>Change Management</b>	Ability to plan and implement change initiatives. Ability to support innovation and creativity by encouraging staff to accept and resolve challenges. Ability to remain flexible to meet constantly changing and sometimes opposing demands.
<b>Communication</b>	Ability to present information to individuals or groups; ability to deliver presentations suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely to groups or individuals either verbally or in writing to ensure that they understand the information and the message. Ability to listens and respond appropriately to others.

Note: Not all competencies apply to every position/employee; evaluate only those that apply. Competency statements are progressive.

**IV. COMPETENCY STATEMENTS BY LEVEL**

**Knowledge – Professional**

Considerable knowledge of professional fiscal theory, techniques, practices, and procedures. Considerable knowledge of the fiscal area of assignment and skill in applying this knowledge in a review. General knowledge of state and federal rules and regulations governing the fiscal program. General knowledge of agency/university practices, procedures and principles.

Contributing	Journey	Advanced
<p>Considerable knowledge of professional fiscal theory, techniques, practices, and procedures. May require knowledge of generally accepted accounting principles and skill in applying this knowledge. Considerable knowledge of local, state, and federal regulations and statutes governing the area of work. Knowledge of applicable information technology and internal controls to meet work needs.</p> <p>Ability to apply general information technologies to meet work needs. Basic knowledge of supervisory practices and skill in supervising others, including communication skills, how to delegate and assign duties, how to deal effectively with difficult employees, how to evaluate performance and to participate in disciplinary actions.</p>	<p>Full knowledge of professional fiscal theory, techniques, practices, and procedures. May require knowledge of generally accepted accounting principles and skill in applying this knowledge. Full knowledge of local, state, and federal regulations and statutes governing the area of work.</p> <p>Knowledge of applicable information technology to independently perform work. Ability to ensure integrity of information systems, internal controls, and data, including recommending modifications as required. Ability to apply updated information technology to facilitate program goals and program.</p> <p>Considerable knowledge of supervisory practices and skill in supervising others, including communication skills, how to delegate and assign work, how to deal effectively with difficult employees, how to evaluate performance and may assist or conduct investigations and participate in disciplinary actions.</p>	<p>Extensive knowledge of professional fiscal theory, techniques, practices, and procedures. May require knowledge of generally accepted accounting principles and skill in applying this knowledge. Extensive knowledge of local, state, and federal regulations and statutes governing the area of work. Thorough knowledge of the reliability of systems and internal controls. Ability to identify problems and changing requirements. May require the ability to research and recommend changes to software.</p>

**Program Supervision and Administration**

Ability to establish expectations and clear direction to meet goals and objectives. Ability to motivate and engage employees through effective communication. Knowledge of appropriate policies and procedures for recruiting, selecting, developing, counseling, disciplining, and evaluating performance of employees to retain a diverse workforce. Ability to administer and ensure compliance with human resources policies and procedures. Ability to observe and assess work. Ability to provide feedback. Ability to provide technical supervision of staff. Ability to develop plans for employees to gain necessary knowledge, skills, and abilities to successfully perform their duties. Ability to plan for and support employees in career development opportunities. Ability to assign work and to establish work rules and acceptable levels of quality and quantity of work. Ability to review work and evaluate performance of others, and to develop individuals' competencies.

Contributing	Journey	Advanced
<p>Ability to assess employee competencies and conduct/participate in performance management reviews. Ability to coach and mentor staff. Ability to plan and assign work tasks. Ability to motivate employees and develop team commitment toward meeting the operational goals and objectives.</p>	<p>Ability to coach and facilitate the enhancement of employee competencies as appropriate to the needs of the work unit. Ability to manage resources effectively to provide for employee training and growth and to meet the operational goals and objectives.</p>	<p>Ability to mentor, coach, and manage the total competencies of staff in multiple organizational units or a region. Skill in seeking sources and opportunities for employee training and growth. Ability to direct the management of program and staff resources. Ability to involve employees in strategic planning and implementation and in the development of policies and procedures.</p>

**Critical Thinking**

Ability to utilize questioning, analysis, synthesis, interpretation, inference, inductive and deductive reasoning, intuition, application and creativity. Ability to assess and interpret work. Ability to develop, evaluate, implement, and modify work. Ability to make accurate decisions.

Contributing	Journey	Advanced
<p>Ability to make determinations based on facts. Ability to identify problems, report potential problems and assess options. Ability to interpret delivery of service and compliance with local, state, and federal regulations and standards.</p> <p>Ability to identify risk impact on program policy and procedure issues.</p>	<p>Ability to analyze moderately complex situations. Ability to recommend solutions and options and alert leadership to impact on program. Ability to recommend response to a moderately complex situation based on interpretation of local, state, and federal regulations and standards. Ability to recommend modifications to program policy and procedures to minimize risk.</p>	<p>Ability to manage complex work situations. Ability to anticipate and remain alert to potentially problematic situations. Ability to resolve unusual problems. Ability to implement response to a situation based on interpretation of local, state, and federal regulations and standards. Ability to ensure implementation of program policy and procedure changes.</p>

**Change Management**

Ability to plan and implement change initiatives. Ability to support innovation and creativity by encouraging staff to accept and resolve challenges. Ability to remain flexible to meet constantly changing and sometimes opposing demands.

Contributing	Journey	Advanced
<p>Basic knowledge of change management strategies and principles.</p> <p>Ability to communicate and implement new policies and procedures.</p>	<p>Ability to lead the transition from old to new programs at the unit level. Ability to participate in the development and implementation of goals and objectives.</p>	<p>Ability to lead the development and implementation of vision and mission statements. Ability to lead and direct the development and implementation of goals and objectives.</p>

**Communication**

Ability to present information to individuals or groups; ability to deliver presentations suited to the characteristics and needs of the audience. Ability to convey information clearly and concisely to groups or individuals either verbally or in writing to ensure that they understand the information and the message. Ability to listens and respond appropriately to others.

Contributing	Journey	Advanced
<p>Ability to communicate with individual work units or entire organization on fiscal program elements. Ability to update existing communications. Ability to disseminate information on changes in policies, procedures, and protocols. Ability to prepare, organize, and review written reports according to documentation standards and requirements. Ability to guide staff in providing appropriate documentation to support conclusions. Basic knowledge of working relationships with fiscal co-workers and others in order to achieve work goals.</p>	<p>Ability to communicate moderately complex fiscal/programmatic information outside of the organization. Ability to interpret fiscal rules and regulations internal to the organization. Ability to review and approve written reports, often of moderate complexity. Ability to ensure that fiscal rules and regulations are interpreted correctly. Ability to develop contacts and relationships with interested parties in order to achieve division/organizational goals.</p>	<p>Ability to communicate major and/or complex situations and actions internal and external to the organization. Ability to interpret rules and regulations, internal and external to the organization. Ability to serve as a technical resource in developing response to the media. Ability to document and report more complex or unique issues and ability to effectively articulate written conclusions.</p>

**V. MINIMUM TRAINING & EXPERIENCE**

Bachelor’s degree in accounting, business, finance or other discipline related to the area of assignment with 12 credit hours of accounting coursework and three years of professional accounting experience, of which at least one is supervisory; or equivalent combination of training and experience. Some positions may require additional credit hours of accounting coursework. All degrees must be received from appropriately accredited institution.

As per General Statute: 143-746

Appointment and Qualifications of Internal Audit Manager – Any State employee who performs the internal audit function shall meet the minimum qualifications for internal auditors established by the Office of State Personnel, in consultation with the Council of Internal Auditing. The required education and experience requirements are:

Internal Audit Manager:

Bachelor’s degree in accounting or a discipline related to program area assigned and five years of related experience including three years of audit experience; or a Bachelor’s degree in any field and certification/licensure as a certified public accountant, certified internal auditor, certified fraud examiner, certified information system auditor; or related certification/license and five years of related experience including three years of audit experience; or an equivalent combination of education and experience.

Note: This is a generalized representation of positions in this class and is not intended to identify essential work functions per ADA. Examples of competencies are primarily those of the majority of positions in this class, but may not be applicable to all positions.