

Government Audit Training Institute

2019 SCHEDULE OF CLASSES



Program Includes:



Real-World Training
For Real-World Challenges

graduateschool.edu/gati

- Planning and Conducting Audits
- Writing Audit Reports
- Communication
- Managing Audits
- Audit Tools
- Auditing Contracts
- Fraud Prevention and Detection
- Information Systems Auditing



Schedule
Contract GS-10F-0228P

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Government Audit Training Institute

Auditing courses at Graduate School USA are offered under the auspices of our Government Audit Training Institute (GATI), recognized as the premier provider of training in performance auditing. Since 1978, GATI has provided classes to meet the continuing professional education requirements of the diverse audit community.

GATI emphasizes training for performance auditing and program evaluation. Courses examine the traditional issues of economy, efficiency, performance measurement, effectiveness, internal control, and fraud. They also address all aspects of performance auditing, from courses providing an overview of the process to those concentrating on specific types of audits and methodologies — such as planning, sampling, audit skills, data analytics, and report writing and managing audit projects.

The GAO Guidance on GAGAS Requirements for Continuing Professional Education says:

“The term “auditor” used throughout GAGAS...includes individuals who may be titled auditor, analyst, evaluator, and inspector, or may have a similar position.”

The terms “Audit” or “Auditor,” used in GATI course listings, apply generically to all position titles engaged in audit, evaluation, and similar work.

All Graduate School USA courses labeled as “AUDT,” within the Government Audit Training Institute, qualify for the GAGAS-defined Government Auditing 24 CPE requirement (as well as the remaining 56 CPE of the 80 total required in a two-year period).

On-site Training



What's in it for you:

Cost Savings

As your organization's training needs increase, so does the need to minimize the costs associated with them. By bringing Graduate School USA's courses to your location, you can eliminate the cost of sending your staff to another site. Choosing on-site training means your organization will:

- Eliminate travel costs, such as employee airfare, transportation, per diem, parking, and rental cars.
- Maximize employee training time with no need for travel, overtime, or compensatory pay.
- Reduce costs, with discounted pricing levels based on the number of participants.

Convenience

- Choose the best time to learn, based on your employees' workloads and schedules.
- Benefit from courses scheduled to fit your needs.
- Experience turnkey delivery—pick the training, time, and place, and we handle the rest.

Relevance

- Our courses contain federal-specific content, allowing for direct transfer of knowledge and skills to the job.

Delivery Format

- Select from a variety of formats, including instructor-led classroom sessions, or distance education options.

Visit graduateschool.edu/onsite for more information, or call 800.787.9074.

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Government Audit Training Institute

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National Registry of CPE Sponsors - 150 Fourth Avenue, Suite 700, Nashville, TN 37219-2417 - www.nasba.org

CPE credits are for instructor-led/group-live courses only.

Schedules, course content, pricing, instructors, and other terms and conditions of products and services offered by Graduate School USA are subject to change without prior notice. Graduate School USA is a private, not-for-profit educational institution, not affiliated with the federal government or any federal agency or department.

Graduate School USA Courses By Career Level



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For over 40 years, Graduate School USA's Government Audit Training Institute (GATI) has been providing expert training to federal, state and local government auditors, financial managers, analysts, evaluators, inspectors, and others involved in the auditing field. Our curriculum covers the skills required for financial, performance, and compliance auditing and for those striving to become leaders in the government auditing field.

To help in selecting the right course to fit your career needs, we have listed our government audit training courses by career level for federal and non-federal auditors, evaluators, and analysts.

Audit courses within the GATI curriculum qualify for the GAGAS-defined 24 government Auditing CPE requirements.

GATI also offers one-day executive seminars for leaders and those preparing to be leaders in or working with audit organizations. Sessions include:

- The Emotionally Intelligent Auditor
- Enterprise Risk Management
- Data Analytics: Tools and Techniques
- The Art of Testifying
- Selecting and Planning Audit Assignments for Return on Investment
- Ethical Decision Making for Auditors

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Level 1: Foundation Courses

Suggested for auditors with up to three years of experience and for more experienced auditors with limited exposure to the subject matter

- Analysis Techniques for Auditors
- Audit Evidence and Documentation
- Basic Government Auditing
- Compliance Auditing
- Conducting Performance Audits
- Developing and Presenting Audit Findings
- Government Auditing Standards: Review and Update
- Information Systems Auditing
- Information Technology for Auditors
- Interviewing Techniques for Auditors
- Written Communication for Auditors

Level 2: Intermediate Courses

Suggested for auditors with two to five years of experience and for more experienced auditors with limited exposure to the subject matter

- Assessing Financial Related Activities and Controls
- Assessing Controls in Performance Audits
- Assessing the Reliability of Computer-Processed Data
- Auditing with Data Analytics
- Auditing Grants
- Clear Writing Through Critical Thinking
- Contract Auditing
- Intermediate Performance Auditing
- Making Your Case to Prosecute Fraud
- Planning Audit Assignments
- Practical Statistical Sampling for Auditors
- Presentation Skills for Auditors
- Quick Response Auditing
- Writing Audit Reports by Objectives
- Zeroing in on Bribes and Kickbacks

Level 3: Advanced Courses

Suggested for seasoned auditors with over five years of experience at mid or upper level or for those preparing for review or management responsibilities

- Auditing Outsourced Government Services
- Auditing Performance Outcomes
- Contract and Procurement Fraud
- Data Analytics: Tools and Techniques
- Effective Audit Resolution, Follow-up and Implementation
- Effective Audit Supervision
- Emotionally Intelligent Auditor: Achieving Power with People
- Enterprise Risk Management: Executive Seminar
- Managing the Audit Engagement
- Reviewing Other People's Report Writing
- Selecting and Planning Audits for Return on Investment
- Skills for Leading and Managing Audit Projects
- The Art of Testifying
- Using Metrics to Assess Performance

All Levels

Appropriate for auditors at all levels

- Analysis Techniques for Auditors
- Army Managers' Internal Control Administrators' Course
- Creative Thinking for Auditors
- Ethical Decision Making for Auditors
- Government Auditing for Non-Auditors
- Manager's and Auditor's Roles in Assessing Internal Control
- Prevention and Detection of Fraud
- The Governmental Audit: From Planning to Reporting

Graduate School USA Courses that Qualify for GAGAS CPE



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Graduate School USA offers other courses that comply with the Generally Accepted Government Auditing Standards (GAGAS) requirements for Continuing Professional Education. These courses cover a variety of subjects designed to enhance your capabilities — from financial management courses, such as *Decision Support Analytics and Analysis* and *Interpretation of Financial Statements* to curriculum designed to improve your communication skills, such as *Listening and Memory Development* and *Writing for Results*.

Acquisition and Contract Management

Basic Contract Administration	ACQI7500D
Consulting Skills for the Contract Professional	ACQUI8210
Federal Contracting: Ethics Compliance and Enforcement	ACQI7023D
Introduction to the FAR	ACQI7010D
Government Contract Law	ACQI8505D
Simplified Acquisition Procedures	ACQI7506D

Budgeting and Accounting

Budget Execution	BUDG7100D
Federal Accounting Standards	ACCT7102D
Federal Budgeting for Non-Budgeting Personnel	BUDG7000D
Government Standard General Ledger	ACCT8100D
Intermediate Federal Accounting	ACCT8003D
Introduction to Federal Accounting	ACCT7001D
Intermediate Federal Accounting	ACCT8003D

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Communication Skills

Briefing Techniques	COMM7002D
Clear Writing Through Critical Thinking	WRIT7100D
Interpersonal Communications	COMM7006D
Listening and Memory Development	COMM7007D
Speaking with Confidence	COMM7010D
Writing for Results	WRIT7110D
Thinking Critically, Writing Clearly (Online)	WRIT301A

Financial Management

Advanced Appropriations Law	FINC9100D
Analysis and Interpretation of Financial Statements	FINC5510E
Antideficiency Act	FINC7207D
Appropriations Law for Reimbursements, Revolving Funds, and User Fees	FINC9115D
Decision Support Analytics	FINC8120D
Federal Appropriations Law	FINC7100D
Federal Appropriations Law Refresher and Update	FINC8147D
Federal Budgeting, Execution and Accounting: The Relationship	FINC8300D
Federal Financial Systems & Policies	BUDG8005D
Intermediate Decision Support Analytics	FINC9150D
Introduction to Financial Management	FINC7000D

Information Technology

Microsoft Excel 2013: Intermediate	SPRD8155T
Microsoft Excel 2013: Introduction	SPRD7155T

Leadership and Management

Executive Survival Skills	EXEC9911L
Leading Teams and Groups	TDEV8200D
Leadership Skills for Non-Supervisors	ADMB7006D
Managing for Results	EXEC9913L
Systems Thinking	LEAD8100L
The Power of Influence over Authority	MGMT7120D

Program and Management Analysis

Business Analysis: Overview	PGMT7400D
Cost Benefit Analysis Workshop	PGMT8100D
Data Collection and Analysis	PGMT7001D
Introduction to Program Evaluation	PGMT7003D
Management Analysis: Data Gathering	PGMT8000D
Management Analysis: Advanced Applications	PGMT9000D
Management Analysis: Overview	PGMT7000D
Management Analysis: Planning	PGMT7004D

Security

Counterintelligence for the Security Professional	SRTY7201D
Cyber Security: A Technical Approach	SRTY8330T
Physical Security and the Protection of Classified Materials	SRTY7222D

Statistics

Introduction to Statistics	STAT7100D
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Analysis Techniques for Auditors

AUDT7900G 2 Days 16 CPE \$699

Over the years auditors have experimented with a number of ways to analyze data in order to better evaluate performance or to more efficiently conduct audits. Analysts have developed methods for evaluating data which we believe are of a benefit to auditors. The techniques discussed in this course are derived from both of these sources. Analytical techniques that auditors in the public and private sectors can use to identify and illustrate problems with performance, assess their causes, and identify solutions with a focus on developing findings and making recommendations are presented in this course. The objective is to present the techniques, discuss their uses, illustrate their applications, and provide practice in applying them to public sector case study audit exercises.

LEARNING OUTCOMES

- Describe each analytical technique and its specific use
- Explain the steps in applying each technique
- Apply each technique to one or more case exercises, following the steps for preparing the analysis and interpreting the results
- Select when to use specific analysis techniques

WHO SHOULD ATTEND?

Auditors with performance auditing experience

Level: Foundation

SESSION SCHEDULE

LOCATION

1/30/19 - 1/31/19.....	Philadelphia, PA
3/5/19 - 3/6/19.....	Washington, DC
4/23/19 - 4/24/19.....	Atlanta, GA
5/7/19 - 5/8/19.....	Washington, DC
8/8/19 - 8/9/19.....	Washington, DC
9/24/19 - 9/25/19.....	Seattle, WA
12/11/19 - 12/12/19.....	Washington, DC

Army Managers' Internal Control Administrators' Course

AUDT9015G 2 Days 16 CPE \$649

This two-day seminar provides the detailed guidance you need to carry out your roles and responsibilities as an Army Internal Control Administrator. It covers the statutory and regulatory requirements of the Army's Internal Control Program as well as other pertinent guidance. You will fully grasp the underlying Army philosophy on internal controls, the major elements of the Army Manager's Internal Control Program, and the basic responsibilities of key players in the process. By completing practical exercises, you will gain experience in conducting internal control evaluations and identifying control weaknesses.

LEARNING OUTCOMES

- Identify assessable units
- Develop an internal control evaluation plan
- Conduct effective internal control evaluations
- Identify and document control weaknesses
- Establish corrective action plans
- Prepare annual statements of assurance.

WHO SHOULD ATTEND?

Internal Control Administrators and staff working for the Department of the Army, Army Reserve, and Army National Guard

Level: All

SESSION SCHEDULE

LOCATION

2/26/19 - 2/27/19.....	Washington, DC
3/27/19 - 3/28/19.....	San Antonio, TX
4/16/19 - 4/17/19.....	Washington, DC
6/4/19 - 6/5/19.....	Huntsville, AL
6/12/19 - 6/13/19.....	Washington, DC
8/20/19 - 8/21/19.....	Washington, DC
10/23/19 - 10/24/19.....	San Antonio, TX
10/23/19 - 10/24/19.....	Washington, DC

Assessing Controls in Performance Audits

AUDT8021G 2 Days 16 CPE \$699

Explore the relationship of controls to risk and to processes and systems, the prerequisites for good controls, and techniques for assessing the design and implementation of controls. Become proficient in preparing clear objectives that define what your audit will accomplish using a step-by-step process for planning an audit of controls, the relationship of control weaknesses to the elements of a finding, and incorporating findings into audit reports. Simulated real-world practices provided with numerous public sector case studies and exercises.

LEARNING OUTCOMES

- Recognize what internal controls are and their uses
- Apply the Government Auditing Standards guidance for considering controls in planning an audit
- Integrate an assessment of controls in the survey phase
- Plan an audit to assess controls, including development of objectives and selection of the scope and methodology to achieve objectives
- Document internal controls
- Develop and report findings on control deficiencies

WHO SHOULD ATTEND?

Auditors who want to learn, or refresh their knowledge of, a step-by-step process for assessing controls in performance audits and incorporating findings into audit reports. This course is beneficial for anyone preparing to take the CGAP Exam.

Level: Intermediate

SESSION SCHEDULE	LOCATION
3/5/19 - 3/6/19	Washington, DC
5/21/19 - 5/22/19	Washington, DC
6/18/19 - 6/19/19	Washington, DC
8/5/19 - 8/5/19	Washington, DC

Assessing Financial-Related Activities and Controls

AUDT8811G 4 Days 32 CPE \$1,049

Gain the skills necessary to audit financial-related activities and controls on a systems-procedure and results-outcome basis in accordance with auditing and internal control standards. Learn to plan and conduct audits of eight common financial activities: financial planning and budgeting, cash, receivables, procurement, payables, property management, employee compensation, and financial reporting. Simulated real-world practice is provided with numerous public sector case studies and exercises.

LEARNING OUTCOMES

- Explain the purpose and operation of financial support activities and the controls generally applicable to these activities
- Plan a review of financial activities using a “systems-procedure” approach and an “outcome” approach
- Measure the performance of financial activities
- Evaluate the application of control activities with respect to planned objectives
- Identify and detect unauthorized use of resources and illegal and unethical acts
- Formulate effective recommendations for needed improvements (cure and prevention)

WHO SHOULD ATTEND?

Auditors who assess financial-related activities and controls. This course is beneficial for anyone preparing to take the CGAP Exam.

Level: Intermediate

SESSION SCHEDULE	LOCATION
2/26/19 - 3/1/19	Washington, DC
7/15/19 - 7/18/19	Washington, DC
9/17/19 - 9/20/19	Washington, DC

Assessing the Reliability of Computer-Processed Data

AUDT8043G **2 Days** **16 CPE** **\$699**

Do you rely on computer-processed data as support for your audit findings and conclusions? Develop the necessary skills to evaluate the reliability of computer-processed data regardless of the environment in which it is generated and/or processed. Learn some of the more common techniques used by auditors to assess reliability and the processes employed to accomplish the assessments.

LEARNING OUTCOMES

- Define the professional standards, policies, and guidelines governing audit activity related to data processing and data reliability
- Define and discuss the concept of, and responsibility for, data reliability assessments
- Discuss the framework for conducting a data reliability assessment and presenting the appropriate disclosure in the audit report
- Review a structured approach for performing and documenting the data reliability assessment process

WHO SHOULD ATTEND?

Auditors who assess the reliability of computer-processed data. Participants are presumed to have attended the Information Systems Auditing (AUDT8029G) course or have equivalent knowledge.

Level: Intermediate

SESSION SCHEDULE

LOCATION

3/12/19 - 3/13/19	San Francisco, CA
3/20/19 - 3/21/19	Washington, DC
5/22/19 - 5/23/19	Washington, DC
7/24/19 - 7/25/19	Washington, DC
9/24/19 - 9/25/19	Washington, DC



Auditing with Data Analytics

AUDT8100G **3 Days** **24 CPE** **\$899**

Auditing with Data Analytics (ADAs) can transform audits. This course concentrates on the science and art of discovering and analyzing patterns, identifying anomalies, and extracting other useful information in data underlying or related to the subject matter of an audit through analysis, modeling, and visualization while planning or performing audits. The course is also applicable to financial managers and program evaluators looking for patterns and correlation, cause and effect relationships, impact analysis and possible fraud assessment.

Learn the use of descriptive, predictive and prescriptive audit data analytics techniques within the auditing process for performing:

- Risk Assessment and Planning
- Auditing Financial Assertions
- Assessing Internal Controls and Operational Effectiveness
- Continuous/Concurrent Auditing and Monitoring
- Fraud Detection

LEARNING OUTCOMES

- Establish audit objectives for data analysis use
- Describe the auditees technology environment
- Define detail data requirements
- Obtain data (Extract, Transform and Load (ETL) process)
- Perform data analysis techniques
- Evaluate results of data analysis
- Document results

WHO SHOULD ATTEND?

Auditors, financial managers and program evaluators with three years of experience and seasoned professionals with limited exposure to the subject matter. Analysis Techniques for Auditors (AUDT7900G) is a recommended prerequisite for this course.

Level: Intermediate/Advanced

SESSION SCHEDULE

LOCATION

3/26/19 - 3/28/19	Washington, DC
6/4/19 - 6/6/19	Washington, DC
7/30/19 - 8/1/19	Washington, DC
9/10/19 - 9/12/19	Washington, DC
11/20/19 - 11/22/19	Washington, DC

Audit Evidence and Documentation

AUDT7011G 2 Days 16 CPE \$699

To meet Government Auditing Standards (GAGAS), performance audit findings and recommendations must be supported and properly documented by sufficient, appropriate evidence. Learn the types of evidence, the tests that evidence must meet, alternative methods for collecting and documenting each type of evidence to include use of structured data collection instruments, and the benefits of referencing. Learn how your audit objectives and design strategy affect the evidence required to conduct an audit.

This course applies towards completion of the DoD Financial Management Certification Program.

LEARNING OUTCOMES

- Identify and apply the Government Auditing Standards that pertain to audit evidence and documentation
- Describe the tests, types, and sources of evidence; how evidence is collected; and how it can be documented; to include use of data collection instruments
- Apply appropriate methods in collecting and recording evidence to assure the reliability of the evidence
- Design an audit to identify and obtain sufficient, relevant evidence that will satisfy the audit's objectives using a step-by-step process and a matrix to document the design
- Describe the purpose, types and forms, basic principles and information elements of audit documentation
- Explain reasons and demonstrate methods for indexing, safeguarding and cross-referencing audit documentation
- Describe responsibilities for supervisory review of audit documentation and the benefits of referencing the audit report to the documentation
- Plan an audit to identify and obtain sufficient, appropriate evidence that will satisfy the audit's objectives using step-by-step process

WHO SHOULD ATTEND?

Performance auditors, especially new auditors, and anyone preparing to take the CGAP exam

Level: Foundation

SESSION SCHEDULE	LOCATION
2/12/19 - 2/13/19.....	Washington, DC
4/3/19 - 4/4/19.....	Philadelphia, PA
4/11/19 - 4/12/19.....	Washington, DC
5/21/19 - 5/22/19.....	Washington, DC
7/17/19 - 7/18/19.....	Washington, DC
8/7/19 - 8/8/19.....	Atlanta, GA
9/10/19 - 9/11/19.....	San Francisco, CA
9/18/19 - 9/19/19.....	Washington, DC
11/19/19 - 11/20/19.....	Washington, DC

Auditing Grants

AUDT7407G 3 Days 24 CPE \$899

Recent events have led the public eye to be critically focused on the use of federal and state dollars in grant-funded programs. Gain an awareness of the unique challenges faced by grant and program managers; the entities receiving the grants; and auditors. Receive an overview of the grants process; relevant grants management and grant audit regulatory requirements; and of related requirements contained in the American Recovery and Reinvestment Act (ARRA). Learn the stages of the grant process: award, monitoring, audit, and closeout. Become adept at implementing strategies for auditing each of these stages by applying those strategies in case studies.

LEARNING OUTCOMES

- Understand the full grants management process and current regulatory requirements governing grants
- Identify the role of auditors in providing guidance and feedback to grants managers
- Describe the role of auditors in providing audit recommendations, assistance and other constructive feedback to grants managers
- Identify options for audit objectives and procedures that are achievable and will provide timely, useful information
- Identify issues beyond compliance that need to be audited

WHO SHOULD ATTEND?

Auditors and others involved in the grants process

Level: Intermediate

SESSION SCHEDULE	LOCATION
3/19/19 - 3/21/19.....	San Francisco, CA
4/9/19 - 4/11/19.....	Washington, DC
6/25/19 - 6/27/19.....	Washington, DC
9/10/19 - 9/12/19.....	Washington, DC
10/22/19 - 10/24/19.....	Washington, DC

Where Government ^{Contractors} Go For Training

Did you know that the same training we provide to the federal government is also available to government contractors?

As a leading provider of training and professional development for the federal government, our purpose is to help support organizational missions. If that mission includes the support of government contractors, we are here to help.

A well-trained and knowledgeable staff is important. We can work with you and your contractors to help ensure they are trained in various functions of government. From having a complete knowledge of federal mandated laws and guidelines to knowing how to work in a government office environment, we can provide the tools to help your contractors be successful.

For more information on training opportunities for government contractors, please contact our business development team at 1.800.787.9074.



Auditing Outsourced Government Services

AUDT8235G

2 Days

16 CPE

\$699

Auditors have a pivotal role in providing oversight to assure that full value is obtained for money spent on an outsourced audit. Assessing the performance of contractors in delivering services is a critical audit task. Learn when it is, and is not, appropriate to contract for service delivery. Discover what contract vehicle to use, and the crucial role of contract terms in specifying expected performance levels for service quantity, quality, timeliness, and customer satisfaction. Learn the requirements and limitations in auditing contractor performance, preparing recommendations, and reporting audit results. Through case studies, the role of contract terms in specifying expected performance levels regarding service quantity, quality and timeliness; how to measure and assess contractor performance against contract terms and what to do when contract terms are missing or vague.

LEARNING OUTCOMES

- Know what tasks and activities might be considered inherently governmental
- Describe survey approaches that are useful in identifying which aspects of contract service performance to audit
- Name the basic source documents needed as references for contract audit criteria
- Discuss applicable policies for procuring and contracting for the delivery of services
- Discuss approaches for dealing with scope limitations, missing documentation and situations that may indicate possible fraud
- Describe the potential causes of defective or faulty contractor performance and distinguish between intentional and unintentional noncompliance
- Develop audit plans, including objectives and the scope of audit coverage
- Effectively report the results of service contract audits
- Determine the factors that should be assessed in determining which services should be performed in-house and which should be outsourced
- Identify and distinguish roles of the contract monitor, the contract manager and the auditor

WHO SHOULD ATTEND?

Auditors with prior experience in using measures to assess performance

Level: Advanced

SESSION SCHEDULE

LOCATION

7/10/19 - 7/11/19 Washington, DC

9/4/19 - 9/5/19 Washington, DC

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Auditing Performance Outcomes

AUDT9012G 2 Days 16 CPE \$699

If you seek the skill set required to successfully conduct audits to determine the impact (benefit) attributable to agency programs and changes made in program operations, this course is for you. Learn which “cause and effect” questions call for an audit to determine the outcome results attributable to an initiative, a new program or recent change to an existing program. Explore three evaluation designs useful to auditors in conducting such audits. These designs isolate the results or impact attributable to an initiative by comparing the performance achieved with the initiative to what performance would have been without it. Learn the conditions for applying each design, as well as the strengths and weaknesses of each design, in ruling out the effect of any rival causes. Through multiple case exercises, practice planning audits and developing findings that apply the three designs. Learn how to prepare a Cost and Benefit Analysis to determine if the results attributable to an implemented initiative are worth the cost.

LEARNING OUTCOMES

- Recognize what audit questions call for an impact audit with the objective of determining the outcome results attributable to an initiative
- Explain how impact audits with a focus on outcome results are similar to and different from traditional performance audits
- Describe the basic methodology for conducting impact audits
- Define and apply the finding elements for impact audits
- Cite the items of background information about the program or initiative under audit that needs to be collected in conducting an impact audit
- Write objectives that provide direction for planning and reporting on impact audits
- Describe three methodology designs, their strengths and weaknesses, for conducting impact audits
- Identify rival causes that can adversely affect an auditor’s ability to draw sound conclusions about the results attributable to an initiative
- Choose and apply the design that is most applicable in conducting a given impact audit considering data availability and rival causes
- Explain the use of Cost and Benefit Analysis and how the results of impact audits are used in such analysis
- Prepare a Cost and Benefit Analysis of an implemented program or initiative

WHO SHOULD ATTEND?

Auditors with extensive experience in performance auditing. This course is beneficial for anyone preparing to take the CGAP Exam.

Level: Advanced

SESSION SCHEDULE

LOCATION

2/5/19 - 2/6/19	Atlanta, GA
4/11/19 - 4/12/19	Washington, DC
7/17/19 - 7/18/19	Washington, DC
9/11/19 - 9/12/19	Washington, DC
12/9/19 - 12/10/19	San Francisco, CA

ON-SITE TRAINING

Let Us Bring the Training to You!

- Eliminate travel costs and save with pricing based on the number of students.
- Choose the best time to learn based on your workload.
- Customize the training so it is specific to your agency.

Visit graduateschool.edu/onsite or call 800.787.9074 for more information.

Basic Governmental Auditing

AUDT7001G 5 Days 40 CPE \$1399

Our premier course for new performance auditors! Develop the personal and professional attributes you need to be successful in the government audit environment. Through lectures, discussions and exercises, gain an understanding of the Government Auditing Standards (GAGAS), types of audits, the role of audit objectives, audit evidence, the fundamentals of interviewing, the preparation of audit working papers, as well as audit findings and their elements. Learn to develop and present audit findings through individual and group exercises that emphasize sufficient qualitative and quantitative evidence and development of the findings for different audiences. UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

This course applies towards completion of the DoD Financial Management Certification Program.

LEARNING OUTCOMES

- Explain the requirements for and expectations of a government auditor
- Describe the legal and regulatory standards that apply to government audits
- Describe what occurs during each phase of an audit
- Apply Government Auditing Standards when planning, conducting and reporting the results of your audits
- Conduct interviews to collect important facts and opinions
- Identify appropriate evidence and prepare audit documentation that meets standards and contains all the necessary elements
- Develop findings for different types of audits that lead to recommendations
- Communicate and present audit findings to different audiences
- Identify knowledge and skill areas in which you may wish to pursue future training and continued career development

WHO SHOULD ATTEND?

Auditors new to government performance auditing. Many topics in this course are also covered in Conducting Performance Audits (AUDT7002G).

This course is beneficial for anyone preparing to take the Certified Government Auditing Professional (CGAP) Exam.

Level: Foundation

SESSION SCHEDULE

LOCATION

1/14/19 - 1/18/19.....	Washington, DC
3/11/19 - 3/15/19.....	Washington, DC
3/11/19 - 3/15/19.....	Dallas, TX
4/8/19 - 4/12/19.....	Washington, DC
5/13/19 - 5/17/19.....	Washington, DC
5/13/19 - 5/17/19.....	San Diego, CA
6/17/19 - 6/21/19.....	Washington, DC
6/17/19 - 6/21/19.....	Las Vegas, NV
6/17/19 - 6/21/19.....	Atlanta, GA
7/15/19 - 7/19/19.....	Washington, DC
7/15/19 - 7/19/19.....	Chicago, IL
7/22/19 - 7/26/19.....	Seattle, WA
7/29/19 - 8/2/19.....	Austin, TX
8/5/19 - 8/9/19.....	Denver, CO
8/12/19 - 8/16/19.....	Washington, DC
8/12/19 - 8/16/19.....	San Francisco, CA
9/23/19 - 9/27/19.....	Washington, DC
11/18/19 - 11/22/19.....	Washington, DC



Clear Writing through Critical Thinking

WRIT7100D 3 Days 1.8 CEU \$999

Think more clearly by improving your writing. Write more clearly by improving your thinking. Understand critical thinking and learn strategies for deeper and deeper levels of thinking. Improve your thought process at each stage of the writing process. Create logical and persuasive arguments, and recognize and remove faulty logic. Sharpen your problem-solving skills and enhance group success. Write plainly as mandated by the Federal Plain Writing Act of 2011 and empower your career with critical thinking and clear writing.

This course applies towards completion of the DoD Financial Management Certification Program.

LEARNING OUTCOMES

- Understand and apply critical thinking in writing
- Think critically to analyze problems
- Use the seven traits to evaluate and improve writing
- Apply, analyze, evaluate, and create information
- Think critically through each stage of the writing process
- Build logical and persuasive arguments
- Reason deductively and inductively
- Create arguments that are consistent, complete, sound, and valid
- Avoid faulty logic in your writing and evaluate documents you read for faulty logic
- Devise, evaluate, and implement solutions to problems

WHO SHOULD ATTEND?

Auditors, evaluators and analysts who want to improve their critical thinking and writing skills

Level: Intermediate

SESSION SCHEDULE	LOCATION
1/15/19 - 1/17/19.....	Washington, DC
2/12/19 - 2/14/19.....	Washington, DC
3/12/19 - 3/14/19.....	Washington, DC
4/16/19 - 4/18/19.....	Washington, DC
5/14/19 - 5/16/19.....	Washington, DC
6/4/19 - 6/6/19.....	Washington, DC
6/18/19 - 6/20/19.....	San Diego, CA
7/23/19 - 7/25/19.....	Washington, DC
8/13/19 - 8/15/19.....	Washington, DC
9/10/19 - 9/12/19.....	Washington, DC
10/15/19 - 10/17/19.....	Washington, DC
11/5/19 - 11/7/19.....	Washington, DC

Compliance Auditing

AUDT8095G 2 Days 16 CPE \$699

Legislators, public officials and others expect that audits are conducted to ensure compliance with authoritative requirements. Learn the different kinds of compliance audits that might be made, including compliance with regulatory guidelines, contract and grant agreements, conformance with quality requirements, and compliance with established procedures and controls. Learn what auditors might do when they find that authoritative requirement does not produce the desired results. Also, learn the circumstances when a compliance audit might not be appropriate. Through case study exercises, practice a step-by-step process for conducting compliance audits and learn how compliance findings may differ from findings for traditional performance audits.

LEARNING OUTCOMES

- Cite the basic auditing principles that apply in conducting compliance audits
- Explain how audit findings differ for compliance with performance requirements and for compliance with procedures and controls
- Explain the unique development of cause in auditing compliance
- Formulate objectives that establish what a given compliance audit is to accomplish
- Plan, execute and report on compliance audits

WHO SHOULD ATTEND?

Auditors wanting to know the principles and general prerequisites in auditing for conformance with authoritative requirements, including contracts and grants. This course is also beneficial for others who do grant auditing.

Level: Foundation

SESSION SCHEDULE	LOCATION
3/26/19 - 3/27/19.....	Washington, DC
5/6/19 - 5/7/19.....	San Francisco, CA
7/17/19 - 7/18/19.....	Washington, DC
9/25/19 - 9/26/19.....	Washington, DC
10/24/19 - 10/25/19.....	Washington, DC

Conducting Performance Audits

AUDT7002G 3 Days 24 CPE \$899

Gain a strong foundation in the theory, principles, and methodology for conducting performance audits in accordance with the Generally Accepted Government Auditing Standards (GAGAS). Focus exclusively on the knowledge and skills needed for performance auditing: the expectations of public sector auditors; the purposes and types of performance audits; the role of audit objectives; the types and tests of audit evidence; methods of evidence collection and documentation; and the types of performance audit findings and applicable elements of those findings. Practice audit techniques and developing audit findings through a series of public sector case-study exercises. UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

LEARNING OUTCOMES

- Describe the phases of a performance audit and the end product of each phase
- Apply techniques for conducting the survey phase
- Formulate objectives that articulate what the audit should accomplish and provide guidance for planning, field work and reporting
- Apply a step-by-step process in planning to achieve an audit’s objectives and use a matrix to document those plans
- Apply alternative methods for collecting and documenting, and for assuring the reliability of the different types of evidence
- Demonstrate a working knowledge of findings development and performance audit reporting

WHO SHOULD ATTEND?

New auditors with less than six months of performance auditing experience. Anyone who has attended Basic Governmental Auditing (AUDT7001G) should not attend this course because it also includes the topics covered in Conducting Performance Audits. This course is beneficial for anyone preparing to take the CGAP Exam.

Level: Foundation

SESSION SCHEDULE	LOCATION
3/26/19 - 3/28/19	Washington, DC
5/5/19 - 5/7/19	Washington, DC
6/11/19 - 6/13/19	San Francisco, CA
7/23/19 - 7/25/19	Washington, DC
8/27/19 - 8/29/19	Washington, DC
11/5/19 - 11/7/19	Washington, DC

Contract Auditing

AUDT8801G 5 Days 40 CPE \$1,249

Gain the knowledge and skills necessary to develop a forward-pricing proposal to address how to evaluate a contractor’s estimate of costs to perform a government contract. Using two case studies, learn how to audit the various elements of the proposal: direct labor, direct material and indirect costs. Also learn how to incorporate quantitative audit techniques — statistical sampling, correlation analysis, and improvement curve — in performing the audit. Develop a historical cost audit to determine whether the contractor is entitled to be reimbursed for costs claimed on contracts. Learn how to use the Federal Acquisition Regulations (FAR) and the Cost Accounting Standards to determine the allowability, allocability, and reasonableness of costs. Learn how to calculate indirect allocation rates and how they are applied to contracts. Applicable sections of the FAR are included as part of your materials for this course.

LEARNING OUTCOMES

- Describe the types of contract audits and related concerns, and the specific purposes of price proposal and historical cost audits
- Determine the allowability of costs using acquisition regulations and cost accounting standards
- Select and apply the methodology and quantitative audit techniques applicable to price proposal and historical cost audits
- Perform price proposal and historical cost audits

WHO SHOULD ATTEND?

Auditors and others involved in auditing forward pricing and historical contracts

Level: Intermediate

SESSION SCHEDULE	LOCATION
4/8/19 - 4/12/19	Washington, DC
7/29/19 - 8/2/19	Washington, DC
12/9/19 - 12/13/19	Washington, DC

Contract and Procurement Fraud

AUDT8036G 2 Days 16 CPE \$699

The possibility of fraud in government procurement presents a constant risk. Learn to recognize the indicators of procurement fraud in different government contracts and to develop audit strategies to identify and quantify the extent of fraud in specific government contracting programs. Using actual examples from past procurement fraud cases, learn about traditional fraud schemes involving false statements, false claims, product substitution, accounting frauds, and minority/woman/small business front operations. Focus on identifying the indicators of fraud, as well as criminal, civil, administrative, and contractual actions in response to fraud. Explore fraud issues related to the growing government involvement in e-commerce.

LEARNING OUTCOMES

- Identify the auditor’s responsibilities for the detection and investigation of contract fraud
- Identify fraud schemes and indicators that are common to government contracting programs
- Familiarize auditors with procurement regulations and contracting practices of government agencies
- Understand government procurement procedures and their impact upon audits
- Understand small and minority business programs and their susceptibility to fraud
- Identify investigative techniques to assist criminal investigators in conducting procurement fraud investigations
- Describe criminal, civil, administrative, and contractual actions that can be taken in response to contract fraud
- Understand fraud in electronic commerce

WHO SHOULD ATTEND?

Auditors looking to enhance their skills to detect fraud in government contracting programs

Level: Advanced

SESSION SCHEDULE	LOCATION
3/13/19 - 3/14/19	Washington, DC
5/1/19 - 5/2/19	Philadelphia, PA
7/16/19 - 7/17/19	Washington, DC
9/4/19 - 9/5/19	Washington, DC
9/25/19 - 9/26/19	Washington, DC

Creative Thinking for Auditors

AUDT8012G 2 Days 16 CPE \$699

There are many ways to conduct audits and help organizations identify and solve problems. Learn practical, easy-to-use techniques for generating new ideas and how to apply them in the audit process. Practice these skills using exercises related to government auditing, business and real life. Gain experience with idea-generation techniques, best practices in auditing, use of control frameworks, and the impact of organizational cultures on auditing. Return to your work environment with a handful of tools to assist you in generating new ideas for your audits.

LEARNING OUTCOMES

- Eliminate roadblocks and barriers to the use of creative thinking in auditing
- Describe and discuss the basic concepts of creative thinking
- Distinguish between creative and critical thinking and explain their complimentary roles in problem solving
- Describe two key stages in applying creative and critical thinking to identify the causes and solutions to problems with performance
- Use creative thinking principles and tools to boost your output of innovative ideas and identify the real causes of, and best solutions to, organizational problems
- Apply critical thinking principles and tools to organize, evaluate, and prioritize ideas generated by creative thinking

WHO SHOULD ATTEND?

Auditors who want to explore creative techniques to apply in the audit process

Level: All

SESSION SCHEDULE	LOCATION
4/2/19 - 4/3/19	Washington, DC
5/8/19 - 5/9/19	Kansas City, KA
6/11/19 - 6/12/19	Washington, DC
9/9/19 - 9/10/19	San Francisco, CA
9/17/19 - 9/18/19	Washington, DC
12/3/19 - 12/4/19	Washington, DC

Data Analytics: Tools and Techniques

AUDT8913G 1 Day 8 CPE \$349

This seminar is a condensed, quick-paced overview of the principles, tools, techniques, and applications of data analytics within a contemporary audit environment. Large amounts of electronic data present an enormous challenge and opportunity to identify trends, correlations, levels of compliance, activity, risks, possible fraud, errors, and otherwise hidden causes and effects in financial, performance, and operational activity. This seminar will demonstrate the application of software and a case study to demonstrate the power of available tools to extract, sort and identify specific information for from databases and the cloud. This seminar will also explore approaches to using data to identify risks and outliers, monitor activity, and display and chart results for reporting and presentation, as well as current industry data trends and threats.

LEARNING OUTCOMES

- Explain the importance of data analytics in auditing
- Identify patterns and outliers quickly to make decisions on what to analyze
- Describe the difference between structured and unstructured data
- Use the Data Analysis Maturity Model and identify your organization’s maturity
- Practice on multiple case studies doing analysis with an audit specific data analysis tool
- List common data analysis tools that can be used in auditing
- Explain various trends in data analysis, data architecture, and data governance and their implications for auditing

WHO SHOULD ATTEND?

Managers, leaders, auditors, analysts, evaluators, and investigators

Level: Advanced

SESSION SCHEDULE	LOCATION
2/14/19 - 2/14/19	Washington, DC
3/28/19 - 3/28/19	Washington, DC
5/2/19 - 5/2/19	Washington, DC
7/11/19 - 7/11/19	Washington, DC
9/26/19 - 9/26/19	Washington, DC

Developing and Presenting Audit Findings

AUDT7021G 2 Days 16 CPE \$699

A key challenge in reporting the results of performance audits is to formulate the report message from the audit data. A weak message translates into a weak report. An additional challenge is to then compile and sequence the audit facts to support that message. Using alternative methods, gain hands-on practice in marshaling the evidence from your audit into findings that answer the audit objectives and present the details in an understanding and convincing manner. Using case exercises, learn to develop findings for compliance, process and control, accomplishment and impact audits. You’ll give an oral presentation on a finding that’s developed for an integrated case study used throughout the course.

LEARNING OUTCOMES

- Explain the central role of effective audit objectives in finding development
- Define the role of performance aspects in audit findings
- Describe two finding paradigms used in performance auditing and the elements they contain
- Outline a finding and prepare a synopsis summarizing the audit results in response to the audit objectives
- Develop and present audit findings and related conclusions and recommendations
- Apply the Government Auditing Standards in the development of audit findings

WHO SHOULD ATTEND?

New auditors who do performance, contract and grant auditing. This course will also benefit experienced auditors who want to enhance their developing and presenting audit findings skills. It is also beneficial for anyone preparing to take the CGAP Exam.

Level: Foundation

SESSION SCHEDULE	LOCATION
2/27/19 - 2/28/19	Washington, DC
5/1/19 - 5/2/19	Washington, DC
6/19/19 - 6/20/19	Washington, DC
8/27/19 - 8/28/19	Washington, DC
9/18/19 - 9/19/19	Washington, DC
9/18/19 - 9/19/19	San Diego, CA



Effective Audit Resolution, Follow-up and Implementation

AUDT8034GG 2 Days 16 CPE \$699

Audit resolution, follow-up, implementation, and reporting is a shared responsibility between the audit organization, the auditee organization follow-up coordinator and action officials. This responsibility is described in a variety of laws and OMB Circulars to provide a basis for accountability of the audited entities in responding to audit recommendations, reaching resolution, and implementing the agreed corrective actions to reduce the risk of loss, improve operational performance and financial integrity in all levels of government. This course will explore the statutes, guidance, and standards for audit recommendations, resolution, follow-up progress, monitoring, and reporting. It will also define the roles and responsibilities of the audit organization and those designated to perform follow-up and implementation and reporting functions.

LEARNING OUTCOMES

- Understand the importance and requirements of audit resolution and follow-up
- Describe the authority, roles and responsibilities of managers and auditors involved with audit resolution, follow-up, monitoring, and reporting
- Focus on development of timely, meaningful, and actionable recommendations that can be agreeably resolved for appropriate action
- How to address disputed recommendations and reach an equitable resolution
- Develop processes for achieving resolution, planning, monitoring, implementing, and reporting on the status of corrective action

WHO SHOULD ATTEND?

Auditors, analysts and managers responsible for reporting, resolving, following-up, assessing, tracking and reporting on the progress of resolution and implementation of audit recommendations. Members of the organization responsible for representing the organization in the resolution process, including disputes, coordination of corrective actions and annual progress reporting on open, closed, and unimplemented audits should also attend.

Level: Advanced

SESSION SCHEDULE	LOCATION
4/30/19 - 5/1/19	Washington, DC
6/25/19 - 6/26/19	Washington, DC
8/28/19 - 8/29/19	Washington, DC
10/30/19 - 10/31/19	Washington, DC

Effective Audit Supervision

AUDT9002G 4 Days 32 CPE \$1,149

Identify your management style and improve your effectiveness when dealing with others with different styles. Learn how to set performance expectations and how to match staff capabilities with audit tasks. Industry-recognized analytic instruments are used to provide you with a set of practical tools and techniques intended to enhance your supervisory skills.

LEARNING OUTCOMES

- Recognize the natural tension between the audit supervisor’s roles as “technical” and “human relations” leader
- Identify ways of balancing these dual responsibilities
- Describe the leader’s role and responsibilities under the Government Auditing Standards
- Recognize your own managerial and interpersonal styles
- Identify ways to improve your effectiveness when dealing with team members
- Apply leadership techniques to tasks such as managing the performance cycle, setting expectations, providing coaching and on-the-job training, monitoring performance, providing feedback, leading groups and meetings, managing conflict, and fulfilling administrative and legal responsibilities
- Identify ways to apply the principles of motivation and leadership in leading and developing audit teams

WHO SHOULD ATTEND?

Auditors in managerial, supervisory and team leader positions who want to focus on the supervisor’s human relations role in leading audits. See Skills for Leading and Managing Audit Projects (AUDT9109G) if you want to focus on the supervisor’s technical role in leading audits.

Level: Advanced

SESSION SCHEDULE	LOCATION
1/28/19 - 1/31/19	Washington, DC
4/1/19 - 4/4/19	Washington, DC
4/29/19 - 5/2/19	Atlanta, GA
6/17/19 - 6/20/19	San Diego, CA
6/24/19 - 6/27/19	Washington, DC
8/12/19 - 8/15/19	Washington, DC
9/23/19 - 9/26/19	Washington, DC
12/3/19 - 12/6/19	Washington, DC

Emotionally Intelligent Auditor: A Guide to Achieving Power With People

AUDT8911G 1 Day 8 CPE \$349

Managing positive and productive relationships during the course of audit work, directing, coaching, or working with members of the audit team, dealing with auditees, organizational management and external stakeholders can be emotionally challenging and often confrontational. We often have to deal with difficult people in difficult situations — and they have to deal with us! This executive seminar will examine the emotionally intelligent competencies and communication skills necessary to maintain control, and better connect with people in defusing angst and in building positive, cooperative relationships for constructive problem solving and inspired action. We will explore differences in personality types which cause misunderstandings, how to manage your own hot buttons, and how to manage difficult personality types or potentially contentious situations for positive outcomes.

LEARNING OUTCOMES

- Examine and work toward achieving these key characteristics of emotional intelligence for personal effectiveness in auditing and leading change: Self Awareness, Self Control, Attitude and Motivation, Empathy, and Social Competence
- Maintain control, power and influence by managing challenging personalities and situations
- Build strong working and personal relationships through mutual trust and confidence to overcome the natural resistance to change and maximize the personal leadership for buy-in and action

WHO SHOULD ATTEND?

Managers, leaders, auditors, analysts, evaluators, and investigators

Level: Advanced

SESSION SCHEDULE LOCATION

2/21/19 - 2/21/19..... Washington, DC
5/30/19 - 5/30/19..... Washington, DC
7/2/19 - 7/2/19..... Washington, DC
9/30/19 - 9/30/19..... Washington, DC

Enterprise Risk Management: Executive Seminar

AUDT8912G 1 Day 8 CPE \$389

This seminar is designed for executives responsible for mission and mission support activities, as well as for auditors who need to understand the application and role of risk management in sustaining organizational performance, efficiency, and effectiveness. The seminar topics are based on the award-winning, best-selling textbook, *Enterprise Risk Management: A Guide for Government Professionals*, which is included with the seminar. The book covers topics such as The Importance and Need for ERM; Leadership Accountability for Managing Risk; Managing Risk Culture; Using ERM to Inform Strategic Goals; Mapping Risks to Strategic Goals; Risk Maturity and Organizational Performance; Standards for Effective ERM; OMB Circular A-50 and Audit Follow Up Risk; Risk Information and Communication; and Executive ERM Implementation Plan.

LEARNING OUTCOMES

- Understand the need for ERM
- Describe risk in government
- Understand Leadership Accountability for Enterprise Risk Management
- Identify Strategies for building a risk culture
- Use ERM to define risk to strategic goals
- Articulate the role of ERM in the budget environment

WHO SHOULD ATTEND?

Executives responsible for mission and mission-support activities

Level: Advanced

SESSION SCHEDULE LOCATION

3/12/19 - 3/12/19..... Washington, DC
6/20/19 - 6/20/19..... Washington, DC
8/1/19 - 8/1/19..... Washington, DC
9/17/19 - 9/17/19..... Washington, DC

Ethical Decision Making for Auditors

AUDT9030G 1 Day 8 CPE \$399

Are you faced with tough decisions about how to handle sensitive situations in your mission to uncover fraud, waste, and abuse? Explore the ethical hazards and dilemmas facing auditors and review methods of analyzing and resolving them in this participative workshop. Come away with a skill-set for dealing with the common right vs. wrong hazards (temptations) and the more difficult right vs. right conflicts or dilemmas that auditors face. Also, learn ways to mitigate the risks, fortify the courage associated with carrying out ethical decisions, and review how to integrate effective ethics control systems into an organization.

LEARNING OUTCOMES

- Anticipate and recognize ethical dilemmas as well as distinguish right vs. wrong temptations from the right vs. right ethical hazards and dilemmas that auditors face in their work
- Select, describe, and use the appropriate ethical decision-making process from a survey of widely accepted models
- Describe the causes of unethical behavior and methods of discouraging that behavior
- Mitigate the internal and external inhibitors to carrying out decisions when there are potential risks involved
- Help establish an ethics control system in organization

WHO SHOULD ATTEND?

All Auditors and decision makers, such as follow-up officers and action officials

Level: All

SESSION SCHEDULE

4/18/19 - 4/18/19 Washington, DC
8/1/19 - 8/1/19 Washington, DC

LOCATION



Many of our
classes are
Guaranteed-to-Go.

Theses classes are
guaranteed to run
as scheduled.

We are constantly adding new
classes, making it easier
for you to schedule and
register for training
throughout the fiscal year.

graduateschool.edu/gtog.

Federal Appropriations Law

FINC7100D 4 Days 32 CPE \$1,019

In this comprehensive course, you will learn how to correctly interpret and apply federal appropriations law to the use of appropriated funds. You will gain a solid foundation in federal government appropriations law using the Government Accountability Office (GAO) Principles of Federal Appropriations Law (Red Book), Chapters 1 through 9 as the text. At the completion of the course, you will be able to determine the availability of appropriations as to purpose, time, and amount and to avoid Antideficiency Act errors. The course also explores the relationship of agency budgets to appropriations, and the propriety, timing, and legality of certain types of expenditures. Working in teams, you will gain practical experience by completing case studies that are based on actual Comptroller General Decisions.

NOTE: There are roughly seven inches of reference books associated with this course. You may want to consider shipping these documents back to your office.

This course is part of the Master Certificate in Federal Financial Management (MCFFM).

This course applies towards completion of the DoD Financial Management Certification Program.

LEARNING OUTCOMES

- Authoritatively provide guidance to decision makers on the legality of proposed actions
- Assess propriety of administrative decisions
- Assist in a review of proposed in-house regulations
- Support your agency in the legal use of annual, multi-year, and no-year appropriations
- Apply Comptroller General Decisions to organizational activities

WHO SHOULD ATTEND?

Anyone who deals with appropriations in the federal government, including budget analysts, accountants, auditors, contracting officers, purchase card holders and approving managers, certifying officers, program managers, attorneys, and others who make decisions or provide advice based on an understanding of GAO's Principles of Federal Appropriations Law (Red Book)

Level: Intermediate

SESSION SCHEDULE	LOCATION
1/15/19 - 1/18/19.....	Washington, DC
1/29/19 - 2/1/19.....	San Diego, CA
2/26/19 - 3/1/19.....	Washington, DC
2/26/19 - 3/1/19.....	Atlanta, GA
3/26/19 - 3/29/19.....	Washington, DC
3/26/19 - 3/29/19.....	San Francisco, CA
4/23/19 - 4/26/19.....	Washington, DC
4/23/19 - 4/26/19.....	Virginia Beach, VA
5/21/19 - 5/24/19.....	Washington, DC
5/21/19 - 5/24/19.....	Denver, CO
6/11/19 - 6/14/19.....	Washington, DC
6/18/19 - 6/21/19.....	Albuquerque/NM
6/25/19 - 6/28/19.....	Washington, DC
6/25/19 - 6/28/19.....	San Antonio, TX
7/9/19 - 7/12/19.....	Washington, DC
7/16/19 - 7/19/19.....	Jacksonville, FL
7/16/19 - 7/19/19.....	Chicago, IL
7/23/19 - 7/26/19.....	Washington, DC
7/23/19 - 7/26/19.....	Las Vegas, NV
8/6/19 - 8/9/19.....	Washington, DC
8/20/19 - 8/23/19.....	Washington, DC
8/20/19 - 8/23/19.....	Seattle, WA
9/10/19 - 9/13/19.....	Washington, DC
9/24/19 - 9/27/19.....	Washington, DC
9/24/19 - 9/27/19.....	Dallas, TX
10/22/19 - 10/25/19.....	Washington, DC
10/29/19 - 11/1/19.....	Chicago, IL
11/19/19 - 11/22/19.....	Washington, DC
11/19/19 - 11/22/19.....	San Diego, CA
12/3/19 - 12/6/19.....	Atlanta, GA
12/10/19 - 12/13/19.....	Washington, DC

Federal Appropriations Law Refresher and Update

FINC8147D 2 Days 16 CPE \$679

This course provides a periodic refresher and update on federal appropriations law that is needed for the following reasons: 1) Congress passes new laws from time to time; 2) federal courts issue new decisions that set precedent; and 3) the Comptroller General occasionally renders new decisions or modifies existing decisions. This course brings you up-to-date on all of these changes to federal appropriations law.

Participants will learn to apply appropriations law concepts by completing case studies based on Comptroller General decisions.

LEARNING OUTCOMES

- Evaluate propriety of administrative decisions
- Apply Comptroller General decisions
- Assist in the legal obligation of funds
- Avoid Antideficiency Act violations
- Record obligations properly

WHO SHOULD ATTEND?

This course is designed for federal government employees and contractors who have already taken Federal Appropriations Law (FINC7100D). In general, an employee should take this refresher and update course if 18 months or more have elapsed since they have taken the four-day course.

Level: Intermediate

SESSION SCHEDULE	LOCATION
2/12/19 - 2/13/19	Washington, DC
5/8/19 - 5/9/19	San Diego, CA
5/14/19 - 5/15/19	Washington, DC
7/17/19 - 7/18/19	Washington, DC
8/13/19 - 8/14/19	Washington, DC
11/19/19 - 11/20/19	Washington, DC

Government Auditing for Non-Auditors

AUDT7005G 1 Day 8 CPE \$399

Why do auditors do what they do? Do you need to interact with auditors and thus need to know what is expected of you and what you can expect of the auditors? Learn the critical role that public sector auditors play in ensuring that government organizations, grantees, and contractors merit the public's confidence. Explore the required standards they use and the processes they follow in planning, executing, and reporting on financial, compliance and performance audits. Discover the expectations that audit organizations have in working with agency personnel and what agency staff can expect of auditors. Gain the knowledge needed to effectively interact with your auditors, represent your agency before auditors, and respond to their findings.

LEARNING OUTCOMES

- Describe the role of public sector auditors
- Describe the processes they follow in planning, executing, and reporting on performance audits
- Explain the expectations of audit organizations and their staffs in dealing with agency personnel
- Effectively interact with auditors and respond to audit findings

WHO SHOULD ATTEND?

Non-auditors who interact with auditors and are interested in learning the role and responsibilities of government auditors

Level: All

SESSION SCHEDULE	LOCATION
1/31/19 - 1/31/19	Washington, DC
5/22/19 - 5/22/19	Washington, DC
8/20/19 - 8/20/19	Washington, DC
10/9/19 - 10/9/19	Washington, DC

Government Auditing Standards: Review and Update

AUDT7732G 1 Day 8 CPE \$399

Receive an in-depth review and update on the Government Auditing Standards, plus a brief history on the development of the standards. Discuss the structure of the recent revision of the standards and the major changes, focusing on the sections applicable to performance audits. Discuss the purpose and requirements of individual standards, with emphasis on the recent changes. Apply specific standards to real-life cases through a series of quizzes and exercises which make this course an interesting and enjoyable learning experience.

The course can be tailored for on-site delivery in segments of four hours or less to meet your needs.

Until June 2019 this class continues to present the currently applicable Yellow Book Standards with a summary review and highlights of the 2018 revisions, applicable July 2019.

LEARNING OUTCOMES

- Understand the foundation of GAGAS and auditors’ ethical principles
- Demonstrate a knowledge of the Standards for use and application of GAGAS including types of audits and engagements
- Be familiar with the General Standards including recent updates
- Review the Performance Audit Standards including recent updates
- Understanding the Supplemental Guidance specifically Appendix I
- Explain the General Standards, including application of the conceptual framework approach to independence and other updates

WHO SHOULD ATTEND?

Auditors who apply the Government Auditing Standards to their audits
Level: All

SESSION SCHEDULE	LOCATION
1/16/19 - 1/16/19.....	Washington, DC
2/20/19 - 2/20/19.....	Washington, DC
3/5/19 - 3/5/19.....	Kansas City, MO
3/20/19 - 3/20/19.....	Washington, DC
4/2/19 - 4/2/19.....	Chicago, IL
5/7/19 - 5/7/19.....	Dallas, TX
5/21/19 - 5/21/19.....	Washington, DC
6/20/19 - 6/20/19.....	Washington, DC
7/2/19 - 7/2/19.....	Philadelphia, PA
8/1/19 - 8/1/19.....	San Francisco, CA
9/18/19 - 9/18/19.....	Washington, DC
10/10/19 - 10/10/19.....	Denver, CO
10/23/19 - 10/23/19.....	Seattle, WA
12/11/19 - 12/11/19.....	Atlanta, GA

Information Systems Auditing

AUDT8029G 3 Days 24 CPE \$899

Learn the basic processes, tools, and techniques involved in auditing today’s information systems. Become familiar with the basic audit techniques specified in the U.S. Government Accountability Office’s Federal Information System Controls Audit Manual (FISCAM), selected National Institute of Standards and Technology (NIST) special publications, and other relevant audit guidance by engaging in exercises, case studies, lectures, and discussions. Improve your skill set by discovering alternative methods of evaluating and testing both general and business process application controls, including identifying indicators of potential fraud.

UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL

LEARNING OUTCOMES

- Provide a conceptual framework of internal controls in a computer environment
- Discuss the primary steps in conducting a risk assessment of an IT system
- Review the audit implications of recent technological changes
- Review the evaluation and testing procedures for General and Business Process Application Controls

WHO SHOULD ATTEND?

Auditors with limited exposure to information systems auditing. This course is also beneficial for anyone preparing to take the CGAP Exam.
Level: All

SESSION SCHEDULE	LOCATION
3/5/19 - 3/7/19.....	Washington, DC
6/11/19 - 6/13/19.....	Washington, DC
9/10/19 - 9/12/19.....	Washington, DC
11/19/19 - 11/21/19.....	Washington, DC

Information Technology for Auditors

AUDT8024G Available by Contract Only

Learn the components of information technology and how they are organized, developed and managed; how technology affects your audit responsibilities; and the guidelines governing audits performed under the Government Auditing Standards. UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

LEARNING OUTCOMES

- Describe how information technology is organized, developed and managed
- Explain how technology affects your responsibilities
- Cite Standards and guidelines governing audits performed under the Government Auditing Standards

WHO SHOULD ATTEND?

Auditors at all levels who want to learn how information technology affects an auditor’s responsibilities and performance. To learn more about the information systems audit process, enroll in Information System Auditing (AUDI8029G).

Level: Foundation

SESSION SCHEDULE

Available by Contract Only

Intermediate Performance Auditing

AUDT8046G 3 Days 24 CPE \$949

Gain the knowledge and skills necessary of a seasoned audit professional performing or supervising complex performance audits. Learn key concepts and decision processes for successfully executing each phase of a performance audit: survey, planning, field work and reporting. Through a progressive case study explore the audit process that challenges you to consider audit alternatives, make critical decisions and examine the outcome of your decisions. Apply techniques used by experienced audit practitioners and supervisors in this hands-on approach to managing audit engagements and ensuring more timely completion of meaningful audits.

This course applies towards completion of the DoD Financial Management Certification Program.

LEARNING OUTCOMES

- Prepare programs of audit work to be done in each phase of the audit
- Based on survey work, identify detailed audit issues and core performance aspects having maximum potential for improvement
- Appraise field work, the quantity and quality of program products and services (outputs), and the timeliness of their delivery to customers
- Appraise field work, the economy and efficiency in producing program products and services, and in delivering them to customers
- Prepare an analysis demonstrating any potential for improvement
- Develop performance findings and make recommendations for improvement

WHO SHOULD ATTEND?

Auditors with two to five years experience conducting performance audits

Level: Intermediate

SESSION SCHEDULE

LOCATION

2/12/19 - 2/14/19.....	Washington, DC
3/5/19 - 3/7/19.....	Washington, DC
4/9/19 - 4/11/19.....	Washington, DC
6/11/19 - 6/13/19.....	Washington, DC
7/23/19 - 7/25/19.....	Denver, CO
8/27/19 - 8/29/19.....	Washington, DC
11/19/19 - 11/21/19.....	Washington, DC

Interviewing Techniques for Auditors

AUDT7012G 3 Days 24 CPE \$899

Sharpen the skills needed to obtain testimonial information for an effective audit! Learn the mechanics of effective interviewing techniques through lectures, discussions and simulated interview exercises. Witness the major steps of the interview process demonstrated in a mock interview. Identify proven interviewing techniques, and through role playing, identify your own style and practice the proven techniques. While designed for auditors, anyone who conducts interviews to obtain information for analysis purposes will find this course useful.

Class size is limited to 15 participants to ensure individualized attention.

LEARNING OUTCOMES

- Plan and conduct effective audit interviews using an eight-step model
- Conduct effective individual and team interviews
- Manage the interpersonal dynamics that occur between auditors and auditees
- Select an appropriate note-taking technique
- Listen more effectively during an interview
- Use appropriate questioning and paraphrasing skills

WHO SHOULD ATTEND?

Auditors and professionals at all levels who want to enhance the effectiveness of the interviews they conduct

Level: Foundation

SESSION SCHEDULE	LOCATION
2/26/19 - 2/28/19	Atlanta, GA
3/5/19 - 3/7/19	Washington, DC
4/23/19 - 4/25/19	Denver, CO
6/4/19 - 6/6/19	Washington, DC
6/17/19 - 6/19/19	Philadelphia, PA
7/23/19 - 7/25/19	Washington, DC
8/27/19 - 8/29/19	Washington, DC
9/17/19 - 9/19/19	Kansas Cit, MO
9/24/19 - 9/26/19	Washington, DC
12/3/19 - 12/5/19	Washington, DC

Making Your Case to Prosecute Fraud

AUDT8090G 2 Days 16 CPE \$699

Fraud is a booming business today! As fraud schemes become more sophisticated and defense attorneys more proactive, task forces including auditors, investigators, and prosecutors are often assembled to combat the fraud schemes. Learn the techniques that are unique to planning and implementing a forensic audit. Identify how each team member contributes to the success of the task force. Learn the special rules and procedures that apply in obtaining evidence to substantiate and prosecute fraud. Analyze the differences between program and forensic audits, and also the basis for those differences.

LEARNING OUTCOMES

- Describe and apply the five elements of a prosecutable fraud scheme
- Be conversant with the criteria used by prosecutors in making litigation decisions
- Describe the current situation that mandates joint task force efforts in combating fraud, and the participant's role on such a task force
- Contrast the standards of evidence that apply in auditing from those that apply in prosecuting fraud
- Differentiate the various ways that a government agency may obtain evidence for use in administrative, civil, and criminal cases
- Describe the restrictions that a government agency must observe in obtaining evidence for use in prosecuting a criminal fraud case
- Understand the principles of the forensic audit and be able to apply them during a class project
- Be familiar with the basic rules of trial procedure, as well as the role of each participant
- Understand the task force participant's responsibilities as a potential witness and be familiar with defense attorney tactics

WHO SHOULD ATTEND?

Auditors, investigators and attorneys at all levels who participate on task forces to uncover fraud schemes and prosecute the perpetrators. Auditors wanting to know the rules that apply in independently pursuing fraud as part of an audit will also benefit by taking this course.

Level: Intermediate

SESSION SCHEDULE	LOCATION
4/2/19 - 4/3/19	Washington, DC
7/23/19 - 7/24/19	Washington, DC

Manager’s and Auditor’s Roles in Assessing Internal Control

Formerly called Management’s Responsibility for Internal Control (OMB Circular A-123, GAO Green Book)

AUDT8003G 2 Days 16 CPE \$699

Federal government agency heads must follow the requirements of the Federal Manager’s Financial Integrity Act and OMB’s Circular A-123 to assess and report on the agency’s system of internal control. Learn how the required compliance assessment can be structured and carried out, including basic techniques and approaches for conducting evaluations and documenting their results. Understand the intent and content of OMB’s 2016 revision to Circular A-123 and GAO’s 2014 revision to the Internal Control Standards (the Green Book).

This course is part of the Certificate of Accomplishment in Program and Management Analysis.

LEARNING OUTCOMES

- Explain why management assessment of controls is important to accomplish operations and program objectives
- Explain GAO and COSO standards on controls and apply them to government operations and programs
- Describe the key components of assessing controls
- Practice applying risk assessment and describe requirements and guidance for evaluating controls
- Evaluate and report on an agency’s system of management controls
- Recognize significant deficiencies and material weaknesses and be familiar with the type of issues that are reported
- List items for reporting in the annual Integrity Act Assurance Statements

WHO SHOULD ATTEND?

Program managers and other non-auditors, as well as auditors who conduct control assessments and auditors who review agencies, implementation of Circular A-123

Level: All

SESSION SCHEDULE	LOCATION
1/23/19 - 1/24/19.....	Washington, DC
3/19/19 - 3/20/19.....	Atlanta, GA
3/20/19 - 3/21/19.....	Washington, DC
4/2/19 - 4/3/19.....	Seattle, WA
5/1/19 - 5/2/19.....	Washington, DC
6/5/19 - 6/6/19.....	San Antonio, TX
7/23/19 - 7/24/19.....	Washington, DC
8/20/19 - 8/21/19.....	Washington, DC
9/11/19 - 9/12/19.....	Philadelphia, PA
9/17/19 - 9/18/19.....	Washington, DC
11/19/19 - 11/20/19.....	Washington, DC

Managing the Audit Engagement

AUDT9102G 3 Days 24 CPE \$899

Improve your effectiveness as a supervisor in leading the survey and planning phases of a performance audit. Understand the purpose, tasks, and end products of each phase. Apply project management conferencing techniques in making requisite decisions in each phase. Gain practice applying the conferencing techniques through a case study simulation.

LEARNING OUTCOMES

- Describe what each phase of the audit process contributes to finding development
- Describe the decisions that need to be made at each phase and the role that conferences play in making those decisions
- Illustrate how well-stated objectives form the basis for field work, reporting, and monitoring the ongoing conduct of the audit
- Define the purpose and product of a conference at the survey, planning, field work verification, and reporting phases; and describe which team members should attend and their roles
- Demonstrate a working knowledge of how to conduct a conference by participating in a case study simulation using a team-prepared agenda

WHO SHOULD ATTEND?

Audit supervisors, team leaders and managers who want to focus on the supervisor's technical role in leading audit engagements. See Effective Audit Supervision (AUDT9002G) if you want to focus on the supervisor's human relations role in leading audit engagements.

Level: Advanced

SESSION SCHEDULE	LOCATION
2/26/19 - 2/28/19	Las Vegas, NV
3/26/19 - 3/28/19	Washington, DC
5/20/19 - 5/22/19	Washington, DC
7/15/19 - 7/17/19	Washington, DC
8/5/19 - 8/7/19	Philadelphia, PA
9/10/19 - 9/12/19	Washington, DC
11/5/19 - 11/7/19	Washington, DC

Planning Audit Assignments

AUDT8451G 2 Days 16 CPE \$699

Careful planning is the foundation of success in completing quality performance audits, quickly. Recognizing that audits are projects, a structured approach is presented for planning and performance audits that parallels project management principles. In this approach, you learn:

- (1) A risk method to apply in identifying value-added subjects and issues for audit;
- (2) How to formulate audit objectives that meet standards, make clear what an audit is to accomplish, and provide for obtaining evidence to determine the nature and extent of identified problems;
- (3) How to apply a step-by-step process in selecting the scope of work and methodology for obtaining evidence to answer the audit objectives;
- (4) How to document the audit plan using a design matrix; and
- (5) Factors to consider in assigning staff to conduct the audit.

Simulated real-world practice is provided with numerous public sector case studies and exercises.

This course applies towards completion of the DoD Financial Management Certification Program.

LEARNING OUTCOMES

- Explain the role of objectives in performance auditing
- Use risk assessment to identify areas of vulnerability and performance improvement for audit
- Apply a step-by-step approach in designing audits to achieve the objectives and use a matrix to document the design
- Write objectives that make clear what the audit is to accomplish; provide direction for planning and field work; facilitate report writing; and meet auditing standards
- Cite factors to consider in determining staff and other resource needs

WHO SHOULD ATTEND?

Experienced performance auditors. This course is beneficial for anyone preparing to take the CGAP Exam. Participants should be familiar with the material covered in Basic Governmental Auditing (AUDT7001G).

Level: Intermediate

SESSION SCHEDULE	LOCATION
3/19/19 - 3/20/19	Washington, DC
6/4/19 - 6/5/19	Washington, DC
8/20/19 - 8/21/19	Washington, DC

Practical Statistical Sampling for Auditors

AUDT8112G 3 Days 24 CPE \$899

Equip yourself with the basic concepts of statistical sampling and confidently explain how the concepts can be applied to decision making. Gain an appreciation of the role statistical sampling plays in auditing, inspections, and fact-finding. Through case exercises, become proficient at applying basic statistical sampling principles and procedures in the audit environment. You will use Excel statistical functions and sampling software (which you can take back to our organization for use in audits). Emphasis is placed on sample-size determination and how to appraise and present the audit results. Using Excel and sampling software, learn all the steps from problem formulation to statistical design, field work, analysis, and presentation of findings.

LEARNING OUTCOMES

- Formulate the audit problem and the sampling approach to its solution, including the conduct of a pilot (test) sample
- Explain the advantages of and when to use random sampling methods such as mean-per-unit, stratified cluster difference estimation and probability proportional to size sampling
- Choose an appropriate sample selection method
- Determine the appropriate size of a sample
- Select a statistical sample and derive essential facts to form audit findings
- Present audit findings with reasonable assurance of their correctness
- Identify some key problems that can occur when using samples for estimation

WHO SHOULD ATTEND?

Auditors who have some experience in performance auditing and want to gain an appreciation for the role statistical sampling plays in the audit environment

Level: Intermediate

SESSION SCHEDULE	LOCATION
3/11/19 - 3/13/19.....	Washington, DC
7/24/19 - 7/26/19.....	Washington, DC
10/28/19 - 10/30/19.....	Washington, DC
12/9/19 - 12/11/19.....	Washington, DC

Presentation Skills for Auditors

AUDT8522G 2 Days 16 CPE \$699

Presentation Skills for Auditors is designed to help auditors at all levels assess and improve their ability to make clear, well-structured and convincing presentations. Auditors at all levels must use the power of clear communication and the powers of persuasion to give effective formal and informal presentations, including briefings to audit management, budget committees, auditees, and peers; at entrance and exit conferences; and to others in conducting business. An effective presentation requires a focused message, addressing the concerns of the audience, that is well arranged and skillfully delivered. This is a practical course where participants will prepare, present and critique several presentations with the opportunity for self-assessment, coaching, and improvement.

Class size is limited to 15 participants to ensure individualized attention.

LEARNING OUTCOMES

- Analyze your audience
- Design a key message that addresses your audience’s needs and interests
- Deliver your message skillfully
- Handle audience questions and challenges
- Use visuals to help convey your message
- Manage the tensions related to public speaking

WHO SHOULD ATTEND?

Auditors and related staff who can learn new skills and seasoned presenters who can continue to sharpen existing skills through practice and coaching

Level: Intermediate

SESSION SCHEDULE	LOCATION
3/27/19 - 3/28/19.....	Washington, DC
5/7/19 - 5/8/19.....	Washington, DC
7/30/19 - 7/31/19.....	Washington, DC

Prevention and Detection of Fraud

AUDT8002G 3 Days 24 CPE \$899

Explore the legal statutes on fraud. Learn both the legal and layman’s definitions of fraud, and the nature, causes, and types of white-collar crimes. Become familiar with your professional audit responsibilities for designing audit procedures to detect fraud. Discover the role of internal controls and supervision in preventing fraud, and become familiar with audit procedures proven effective in detecting fraud. Discuss the role of auditors in reporting illegal acts and working with investigators to prosecute fraud. Practice fraud detection methods in multiple case exercises. UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

LEARNING OUTCOMES

- Cite auditor responsibilities for the prevention and detection of fraud
- Describe the circumstances under which fraud is committed and who commits it
- Define fraud and explain its elements
- Identify common indicators and detection techniques associated with fraud
- Describe the classic fraud schemes
- Describe the federal rules of evidence for prosecuting fraud
- Identify factors relevant to auditor cooperation with investigators and the timing and content of investigative audits

WHO SHOULD ATTEND?

Auditors with financial and performance auditing experience who seek a practical professional approach to fraud prevention and detection. Program managers may also find the course beneficial, as well as anyone preparing to take the CGAP Exam.

Level: All

SESSION SCHEDULE	LOCATION
2/26/19 - 2/28/19.....	Washington, DC
4/24/19 - 4/26/19.....	Washington, DC
4/24/19 - 4/26/19.....	Dallas, TX
5/14/19 - 5/16/19.....	Atlanta, GA
6/4/19 - 6/6/19.....	Kansas City, MO
6/11/19 - 6/13/19.....	Philadelphia, PA
7/16/19 - 7/18/19.....	Washington, DC
8/13/19 - 8/15/19.....	Washington, DC
8/13/19 - 8/15/19.....	San Diego, CA
9/10/19 - 9/12/19.....	Denver, CO
9/17/19 - 9/19/19.....	Washington, DC
10/22/19 - 10/24/19.....	Washington, DC

Quick Response Auditing

AUDT8011G 2 Days 16 CPE \$699

Receive guidance on reducing the cycle time for your performance audits while maintaining quality, meeting user information needs, and conforming to the Government Auditing Standards. Ascertain when it is appropriate to offer clients alternatives to classic “full-scope” audit coverage, and how to establish an auditor-client relationship conducive to quick delivery of products. Learn how to tailor audit products to better meet client needs. Drawing on multiple case studies, learn to write objectives to facilitate quick field work and timely reporting, and learn ways to narrow or limit the scope of audit work to satisfy the objectives.

LEARNING OUTCOMES

- Discuss why timely receipt of audit results has become increasingly important to those whom government auditors serve
- Identify appropriate conditions for quick response audits
- Describe techniques for limiting the number and breadth of audit objectives to facilitate quick audits
- Identify techniques for limiting audit scope
- Examine the flexibility in Government Auditing Standards that can be leveraged to foster quick response in audit engagements
- Discuss the use of non-audit services in delivering prompt information to government auditors’ clients

WHO SHOULD ATTEND?

Experienced auditors, including supervisors, team leaders, and managers

Level: Intermediate

SESSION SCHEDULE	LOCATION
4/9/19 - 4/10/19.....	Washington, DC
6/25/19 - 6/26/19.....	Washington, DC
8/21/19 - 8/22/19.....	Washington, DC
9/25/19 - 9/26/19.....	Washington, DC

Reviewing Other People’s Report Writing

AUDT9502G 2 Days 16 CPE \$699

Reviewing draft audit reports written by others is a critical and delicate skill. Critiquing the writing, not the writer, is the golden rule. Learn a structured process for efficiently evaluating the accuracy, appropriateness and readability of audit reports and for checking that findings are convincing, clear, objective, and complete yet concise. Discover how best to provide effective, constructive feedback with the ultimate goal of preparing better drafts and improving your writing skills. Practice applying the structured review process and developing new feedback skills through individual and group exercises.

This course applies towards completion of the DoD Financial Management Certification Program.

LEARNING OUTCOMES

- Explain the role and responsibility of the reviewer
- Use Government Auditing Standards as the foundation throughout the report review, feedback, and revision process
- Describe an eight-step review process for evaluating audit report drafts
- Apply this structured review process to evaluate communication problems quickly in draft reports you review
- Provide effective oral and written feedback from the review process to those who draft audit reports

WHO SHOULD ATTEND?

Auditors who review reports written by other auditors

Level: Advanced

SESSION SCHEDULE	LOCATION
1/29/19 - 1/30/19.....	Washington, DC
4/16/19 - 4/17/19.....	Washington, DC
6/24/19 - 6/25/19.....	Washington, DC
7/29/19 - 7/30/19.....	Washington, DC
8/27/19 - 8/28/19.....	Washington, DC

Selecting and Planning Audits for Return on Investment

AUDT8914G 1 Day 8 CPE \$349

Selecting performance audits to conduct is like building a successful investment portfolio. Developing meaningful objectives helps ensure each audit efficiently and effectively achieves meaningful results. Together, the right audits and objectives provide a return on investment that is highly valued, relevant, and meaningful to the stakeholders it serves. This seminar explores techniques and factors in selecting and planning audits based upon measureable factors of risk, materiality, public interest, and public benefit as valued by its many stakeholders. This seminar will help you identify stakeholder interest and needs, future opportunities, and external threats; apply a cost/benefit approach using measures of outcome value to score proposals; and formulate compelling audit objectives that direct what an audit is to accomplish, from field work and findings to meaningful, specific future-oriented recommendations of value.

LEARNING OUTCOMES

- Apply strategic customer value in assessing desired stakeholder needs
- Perform a SWOT analysis and logic model to consider audit topic objectives
- Use internal and external risk assessment to identify areas of vulnerability and opportunity as criteria for scoring potential audit benefits and results
- Apply a cost/benefit approach to score the potential value of audit proposals
- Describe the central role of objectives in performance auditing
- Write objectives that provide clear direction for planning field work, assigning staff, facilitating report writing, and meeting auditing standards
- Track audit progress and measure actual results

WHO SHOULD ATTEND?

All auditors, evaluators, analysts, and executives who are responsible for developing, proposing, or selecting audit/evaluation topics and developing specific audit/evaluation objectives

Level: Advanced

SESSION SCHEDULE	LOCATION
4/4/19 - 4/4/19.....	Washington, DC
9/11/19 - 9/11/19.....	Washington, DC
12/17/19 - 12/17/19.....	Washington, DC

Skills for Leading and Managing Audit Projects

AUDT9109G 3 Days 24 CPE \$999

Acquire the knowledge and skills you need to be an outstanding leader, one who can influence audit teams to boost productivity and achieve positive results. Learn concepts and techniques for managing audit projects from proposal through reporting and for making the best use of your valuable time. Also learn how to communicate with responsible officials and the media; how to evaluate, coach, and motivate team members; and how to manage conflict. On completion of this course you will possess the leadership and management skills to ensure that your staff produce quality products that meet user needs and do so on time and within budget.

The instructors for this course have been senior audit executives responsible for leading and managing multiple audits and for managing an audit office or division.

This course applies towards completion of the DoD Financial Management Certification Program.

LEARNING OUTCOMES

- Comprehend the behavioral changes and new skills critical to successful transition to a leadership role
- Plan and direct the overall coordination and cohesion needed to systematically determine the extent and type of audit work to be done throughout audit assignments
- Manage all aspects of your audit teams as they move from the proposal through the reporting phase
- Motivate staff to complete assignments successfully
- Evaluate and select staff for audit assignments, and know how to manage and communicate effectively with them
- Communicate professionally and effectively with auditees, other government officials, and the media
- Better manage your scarce and valuable time by determining which specific audits or audit tasks have priority
- Apply leadership concepts and various techniques that can be used to successfully plan, manage, and communicate audit assignments
- Become a stronger and more confident leader by applying the tenets of people, principles, and products

WHO SHOULD ATTEND?

Senior auditors responsible for leading and managing audit projects. It will also benefit those transitioning from a site senior to audit team leader and manager

Level: Advanced

SESSION SCHEDULE	LOCATION
2/5/19 - 2/7/19	Washington, DC
4/23/19 - 4/25/19	Washington, DC
5/6/19 - 5/8/19	Chicago, IL
5/7/19 - 5/9/19	Denver, CO
7/9/19 - 7/11/19	Atlanta, GA
7/23/19 - 7/25/19	Washington, DC
8/20/19 - 8/22/19	Dallas, TX
8/26/19 - 8/28/19	San Diego, CA
8/27/19 - 8/29/19	Washington, DC
9/17/19 - 9/19/19	Washington, DC
10/22/19 - 10/24/19	Washington, DC
11/4/19 - 11/6/19	Washington, DC

The Art of Testifying

AUDT8910G 1 Days 8 CPE \$349

A one-day course that prepares a auditor and investigators to successfully testify and confidently present or interpret evidence as expert witnesses in court or administrative hearings in support of the government’s case and in responding to defense cross examination.

This course is designed as a follow-up to Making Your Case to Prosecute Fraud (AUDT8090G), or as a stand-alone course for auditors and investigators.

LEARNING OUTCOMES

- Know the multiple jurisdictions, and their witness requirements, where testimony may be required
- Be conversant about the Investigative and Audit professional activities, and their evidentiary requirements, that may result in testimony
- Understand the court procedures and participants’ roles in the various types of testimony arenas
- Describe the difference between prosecution and defense procedures and functions in a trial
- Be conversant in techniques used by defense attorneys in cross examination
- Participate in actual in-class testifying scenarios

WHO SHOULD ATTEND?

Auditors, investigators, and attorneys

Level: Advanced

SESSION SCHEDULE	LOCATION
4/4/19 - 4/4/19	Washington, DC
7/25/19 - 7/25/19	Washington, DC

The Governmental Audit: From Planning to Reporting

AUDT8032G 4 Days 32 CPE \$1149

If you have been assigned to only portions of a performance audit and need an overall perspective of the process, this course is for you. Improve your knowledge and skills related to all phases of the performance audit and the evaluation of results. By working a case study throughout the course, experience a complete audit, including preparing an audit justification, planning and conducting a survey, planning the audit, and preparing a report.

UPDATED TO REFLECT THE REVISED 2014 INTERNAL CONTROL STANDARDS ISSUED BY THE COMPTROLLER GENERAL.

This course applies towards completion of the DoD Financial Management Certification Program.

LEARNING OUTCOMES

- Plan for and manage audit assignments
- Identify types of evidence used by auditors and evaluate their quality
- Survey, review, and comment on the adequacy of controls and results
- Organize and utilize your audit documentation more effectively
- Implement the audit plan using the necessary tasks and understand staff responsibilities
- Assemble a findings-based audit report that will obtain and maintain interest
- Formulate value-added recommendations and get them accepted

WHO SHOULD ATTEND?

Auditors who have worked on portions of an audit and want to better understand all phases of a performance audit

Level: All

SESSION SCHEDULE	LOCATION
2/4/19 - 2/7/19	Washington, DC
4/1/19-4/4/19	Atlanta, GA
4/15/19 - 4/18/19	Washington, DC
6/10/19 - 6/13/19	Denver, CO
8/19/19 - 8/22/19	Washington, DC

Using Metrics to Assess Performance

AUDT8027G **3 Days** **24 CPE** **\$899**

Apply a measurement-based approach to assess the adequacy of government program operations performance. Learn how to prepare metrics of timeliness, quality, economy, and efficiency, and how to apply those metrics in determining the adequacy of agency performance in producing and delivering program goods and services. Understand how to apply analytic methods in determining the cause of performance shortcomings and the potential for cost savings.

Engage in numerous public sector case studies where you prepare appropriate metrics; analyze the nature, extent, and cause of shortcomings; and organize the audit results into a finding.

LEARNING OUTCOMES

- Understand the utility of measurement in assessing the adequacy of operations and program performance
- Plan an audit to assess an entity's success in producing and delivering quality products and services timely, economically, and efficiently
- Prepare metrics using quantitative and qualitative data and use those metrics to systematically identify performance problems
- Develop findings that consider the nuances that arise in reporting findings for costs saving and performance improvement
- Apply an analysis and logic approach to identify changes in a process that will improve performance
- Cite four things auditors must know and agree on if they are to use measures in assessing the adequacy of performance and the potential for cost savings
- Define the aspects of performance that auditors often find relevant in assessing performance

WHO SHOULD ATTEND?

Auditors who want to use metrics to systematically identify performance problems during an audit. This course is also beneficial for anyone preparing to take the CGAP Exam.

Level: Intermediate

SESSION SCHEDULE	LOCATION
3/5/19 - 3/7/19	Atlanta, GA
5/7/19 - 5/9/19	Washington, DC
7/16/19 - 7/18/19	Washington, DC
8/27/19 - 8/29/19	Washington, DC
9/10/19 - 9/12/19	Denver, CO
12/9/19 - 12/11/19	Washington, DC

Writing Audit Reports by Objectives

AUDT8511G **3 Days** **3 CPE** **\$899**

Accepted practice in performance auditing is to begin an audit with objectives based on user needs and to develop a report that answers those objectives. This course is grounded in the concept that using audit objectives as the logical, integrated basis from planning through reporting helps you organize your message and write reports that succinctly communicate the audit results. In practice exercises, write audit objectives that, when answered, will tell audit results as a story. In a case exercise, use a report conference to reach agreement on the message before writing; organize the report message to answer the audit objectives; and write a finding synopsis.

This course applies towards completion of the DoD Financial Management Certification Program.

LEARNING OUTCOMES

- Describe the effect objectives have on findings and message formulation
- Design a report to solve the problem of multiple audiences
- Write objectives for process-oriented and results-oriented audits that identify performance aspects and finding elements to be developed and form an outline for the report
- Organize a finding that answers the audit objectives using different outline methods and advance organizers such as captions and topic sentences
- Apply general guidelines for selecting appropriate visual aids

WHO SHOULD ATTEND?

Auditors who want to enhance their report-writing skills. This course is also beneficial for anyone preparing to take the CGAP Exam.

Level: Intermediate

SESSION SCHEDULE	LOCATION
3/26/19 - 3/28/19	Washington, DC
4/16/19 - 4/18/19	Seattle, WA
5/14/19 - 5/16/19	San Diego, CA
6/3/19 - 6/5/19	Washington, DC
6/25/19 - 6/27/19	Denver, CO
7/23/19 - 7/25/19	Washington, DC
8/26/19 - 8/28/19	Washington, DC
9/24/19 - 9/26/19	Washington, DC
12/3/19 - 12/5/19	Washington, DC

Written Communication for Auditors

AUDT8611G 3 Days 24 CPE \$899

Gain experience using the writing tools you need to produce professional audit documents that comply with the Government Auditing Standards. Learn to develop strong messages in response to audit objectives, support those messages with compelling evidence, develop the appropriate elements of a finding, and organize your writing to eliminate unnecessary information. Learn how to write in a professional and correct style.

This course applies towards completion of the DoD Financial Management Certification Program.

LEARNING OUTCOMES

- Assess the strengths and weaknesses of report messages and structures
- Develop a strong link from objectives to findings to recommendations
- Control paragraph unity and coherence
- Master the message-first style
- Use all four elements of a finding
- Recognize common sentence problems
- Avoid common grammar and punctuation problems
- Develop objective criteria for writing and reviewing audit documents

WHO SHOULD ATTEND?

Auditors who prepare performance audit reports and other documents

Level: Foundation

SESSION SCHEDULE	LOCATION
2/26/19 - 2/28/19	San Francisco, CA
4/3/19 - 4/5/19	Washington, DC
4/10 - 4/12/19	Denver, CO
5/7/19 - 5/9/19	Washington, DC
6/4/19 - 6/6/19	Washington, DC
8/13/19 - 8/15/19	Washington, DC
8/13 - 8/15/19	Seattle, WA
9/10/19 - 9/12/19	San Antonio, TX
9/17/19 - 9/19/19	Washington, DC
9/24/19 - 9/26/19	Atlanta, GA



Zeroing in on Bribes and Kickbacks

AUDT8950G 1 Day 16 CPE \$699

The potential for bribes and kickbacks, in the private or public sector, is inherent in every business transaction. Recent research revealed that an estimated one trillion dollars a year is paid in bribes worldwide. Audit standards require that all audits be planned to provide a reasonable assurance of detecting fraud. Bribes, kickbacks, and other kinds of payoffs constitute fraud, often referred to as corruption. Get a strong introduction to (a) the provisions of law pertaining to fraud and corruption in the forms of bribes, kickbacks and other types of payoffs; (b) activities that are particularly susceptible to such forms of fraud; (c) the short-and long-term impact; and (d) the methods used to make illegal payments.

Focus on strengthening your ability to recognize the indicators of bribes, kickbacks and other types of payoffs in the procurement area and on your ability to collect evidence that they may have occurred or have occurred. Participate in case studies involving the fraudulent activities of bribes, kickbacks, and other types of payoffs.

LEARNING OUTCOMES

- Describe the kinds of activities that are susceptible to bribes, kickbacks, and other types of payoffs
- Determine the impact and effects of bribes, kickbacks, and other types of payoffs
- Discuss the Government Auditing Standards requirement to explicitly consider the potential for fraud in audit planning
- Describe how bribes, kickbacks, and other types of payoffs occur, including the audit trails they create and how follow them
- Identify and collect evidence to demonstrate and document that a bribe, kickback, or other type of payoff may have occurred or has occurred
- Apply techniques to assess radical and unexplained changes in an individual's lifestyle which may indicate participant in a bribe, kickback, or other type of payoff scheme
- Use analytic audit techniques to detect bribery, kickbacks, or other types of payoff schemes

WHO SHOULD ATTEND?

Auditors and investigators with three years of experience and seasoned professionals with limited exposure to the subject matter

Level: Intermediate

SESSION SCHEDULE	LOCATION
5/8/19-5/9/19	Washington, DC
7/31/19- 8/1/19	Washington, DC



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