**INTERNAL AUDITING** for Continual Improvement

### Common Myths about Internal Audits

<table>
<thead>
<tr>
<th>Myth</th>
<th>Reality</th>
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<tbody>
<tr>
<td>Auditors are out to find fault with individuals or departments</td>
<td>Auditors are out to identify process issues and possible improvements</td>
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<tr>
<td>An audit is based on a checklist</td>
<td>An audit is based on the process, the customer, and applicable requirements</td>
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<td>The key step is effective interviewing</td>
<td>The key step is preparation for interviews</td>
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### Create the Conditions
- Communicate the intent – to find gaps, vulnerabilities, and opportunities
- Document key processes

### Select Auditors
- Ask for volunteers
- Choose individuals qualified for specific processes
- Create a schedule

### Create Initial Plan
- Study the process
- Study the relevant standard
- Determine the focus of the audit

### Conduct Audit
- Interview individuals doing the work
- Observe the process
- Review documents
- Identify problems and risks
- Follow up on audit trails

### Report Findings
- Positive aspects
- Opportunities for improvement
- Discrepancies between actual and planned process
- Ways the process does not meet the chosen standard
- Areas where the process is not effective

### Create Final Plan
- Learn about past issues
- Request and review documents
- Finalize plan

### Follow Up on Audit
- Address immediate threats to quality
- Connect the dots – look for trends among findings
- Submit audit findings to management review

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Interested in learning more about internal auditing? The CAP’s QMEd online course, Internal Auditing, provides a methodology and detailed case example, along with tools and templates. Earn three CE credits with the completion of this course. For more information, visit cap.org and search QMEd.