

**8B**

# **“Agile” auditing in practice – how it is used at Airservices Australia**

*Presented by*

**Bron Davies PMIIA CIA  
Chief Auditor  
Airservices Australia**



**What do I mean by “agile” ?**



**How long have Airservices IA been using it ?**



**How did we choose “agile” as right for us ?**







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# Gartner

## Tailored Agile Application (AirServices Australia)



**Company Name:** AirServices Australia  
**Industry:** Aviation  
**Location:** Canberra, Australia  
**Revenue:** \$1.07 Billion  
**Employees:** 3,033

### Overview

The CAE at AirServices Australia has introduced a tailored approach to applying agile principles in audits to ensure engagements focus on the highest risks. The company's approach includes applying agile concepts in audits where it is deemed valuable, creating risk-based sprints and holding troubleshooting scrum sessions.

#### What impact did you expect this practice to have on the organization?

I felt that we needed to have more flexibility to be able to adjust when changes happen. Previously, last-minute changes tended to derail engagements and would cause delays and rework. Using agile principles in our engagements gives us the flexibility to keep on top of these changes and allows us to provide assurance to a faster-moving business.

#### What is the most important element for making this a successful practice?

It's important to understand that agile methodology is not a one-size-fits-all approach. It needs to be executed based on the audits' needs — from how to use a template to how to execute. We tailor everything to the individual situation; for example, not every audit needs scrum sessions. This reinforces flexibility within the team.

**Connect ▶ Support ▶ Advance**

# Using “scrums” & “sprints”



**only where there is a benefit**



**what we need to know – do we need to adjust**

- what has been done ?
- what is planned for the next period ?
- what obstacles / issues ?

# Challenges in implanting “agile”



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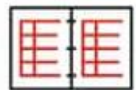


**continued flexibility**



**more communication with stakeholders**

# How to ensure quality outcomes



**defined methodology**



**supervision & oversight**



**file quality assurance**



**review of customer facing product**



# Realising the benefits



**more focussed audits**



**heavily weighted planning**



**reduced rework**



**simpler customer facing documents**

# What does an “agile” audit look like for us?



## **planning activity**

- framing questions



## **planning briefing of Chief Auditor**

- perspective of audit committee

# What does an “agile” audit look like for us?



## **define complexity of audit**

- level of manager oversight / involvement
- how / will “sprints” and “scrums” be used
- team learning opportunities

# What does an “agile” audit look like for us?



**manager review & oversight as we go**



**mud mapping**

- feel of the report
- weaknesses to report
- adjustments to report template

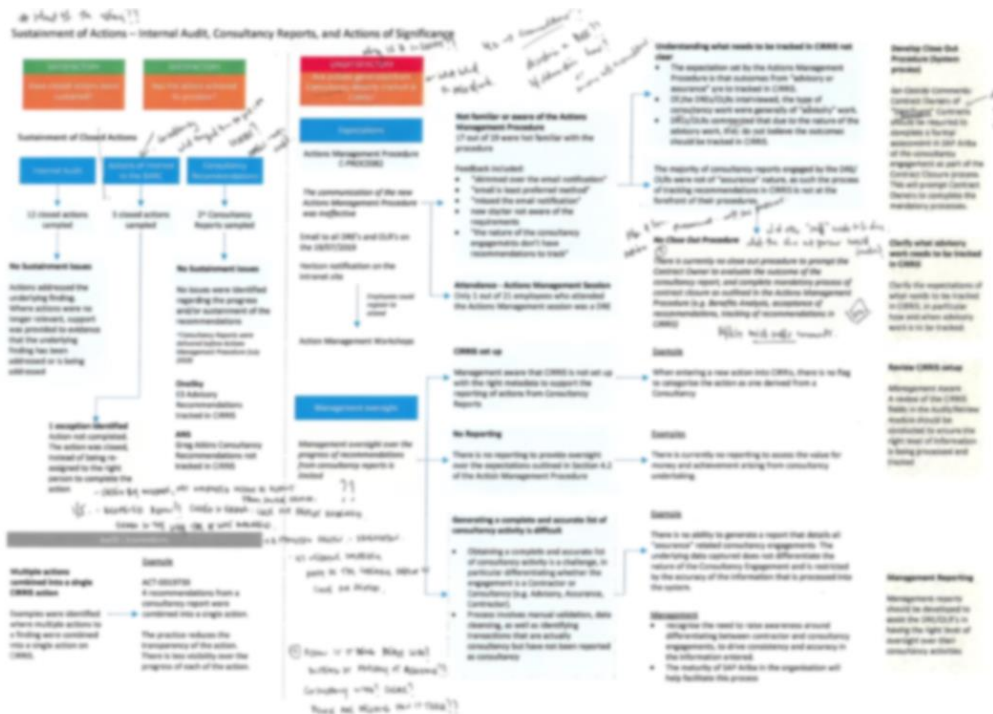
# What does an “agile” audit look like for us?



## **mud map briefing of Chief Auditor**

- discussion of audit “feel” and weaknesses to report
- perspective of Audit Committee
- solutions workshop – preparation of executive
- prepared for what I will be reviewing

# What does an “agile” audit look like for us?



# What does an “agile” audit look like for us?



**solutions workshop**



**executive socialising of audit position**

# Other things that support our “agile” audit



## **terms of reference – simple questions**

- why are we doing the audit ?
- questions to be answered



# Other things that support our “agile” audit



## report “snapshot”

- supported by detailed appendices

## Other things that support our “agile” audit



## ARFFS Data Driven Maintenance Planning | December 2019 | Snapshot

### Why was the audit done?

What enterprise risk is the audit aligned to?

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### Overall Assessment

[illegible]

How do you expect benefits of the data-driven infrastructure planning team will flow?

How has the trading planning reflected reality, then the model versus reality?

† = fully effective; ‡ = substantially effective; § = partially effective; || = ineffective

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# Other things that support our “agile” audit



**annual reporting of value added**

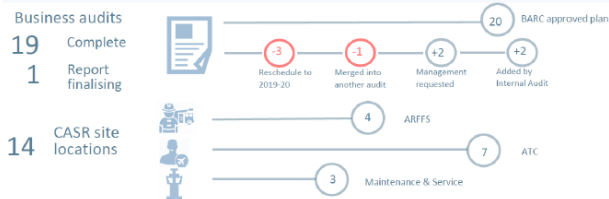
# Other things that support our “agile” audit

## 2. 2018-19 Internal Audit status “closeout”

### Internal Audit leadership team site location visits



### Audits delivered



### Audit reports issued



# Other things that support our “agile” audit

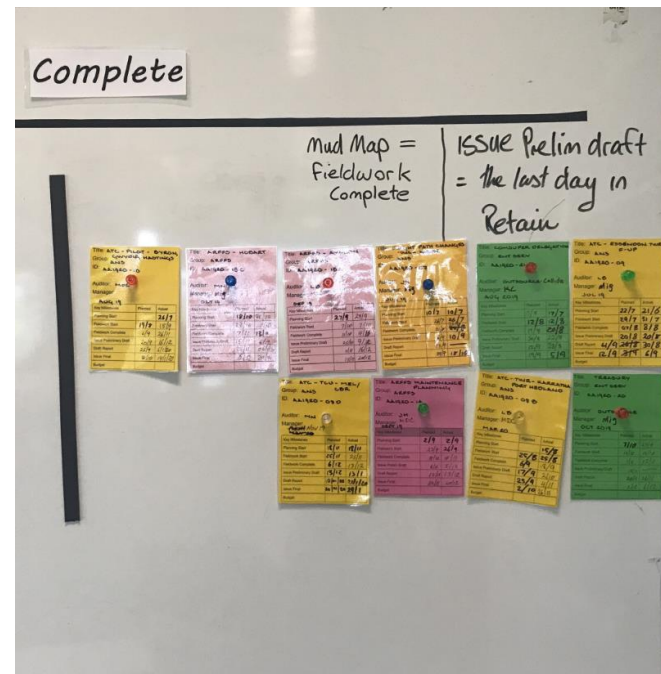
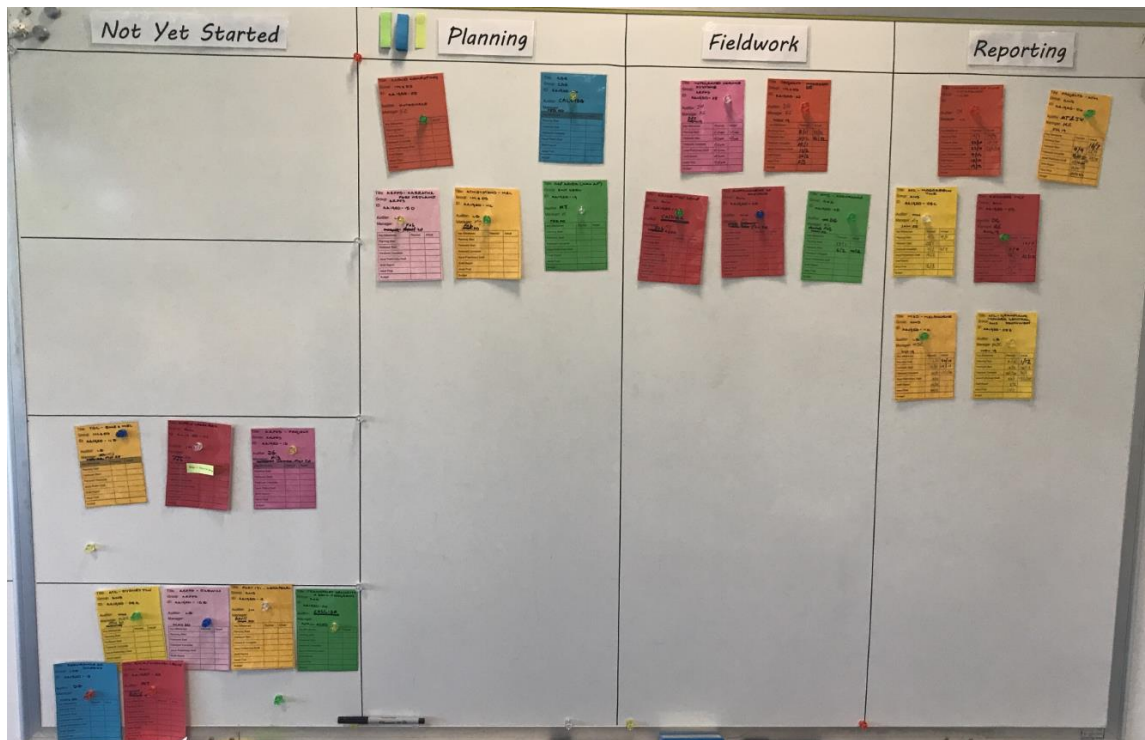


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# Other things that support our “agile” audit



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# Questions



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