Auditing & Evaluating Program Performance

Use Performance Information to Drive Decisions & Promote Accountability In Government

Featuring Two Interactive Courses:

Performance Auditing: Achieving Maximum Impact

- Create successful strategies to improve performance auditing
- Develop relevant program measures to better improve program objectives

Program Evaluation: Developing and Performing High-Priority Evaluation Activities

- Receive the latest updates on the state of program evaluation in the Obama Administration
- Understand the key steps to build an evaluation system within your organization

Earn up to 12 CPE Credits

Eliminate Ideological Performance Goals & Replace Them with Goals Based on Citizen Feedback

www.PerformanceInstitute.org/Audit
Reasons to Attend:

Use
data and evaluation
to drive continuous
program performance

Learn
how to use the
different types of
program evaluation
through examination

Understand
relationships between
performance auditing,
performance measurement,
program evaluation and
organizational learning

Determine
program relevancy to
the agency’s mission

Discover
program strengths
and weaknesses
through evaluation
methods

About the Trainers

ROSALIE TORRES is a recent past board member of the American Evaluation Association, serves on the editorial boards of major evaluation journals and served as the staff director for the 1994 revision of the Joint Committee’s Program Evaluation Standards. She has taught graduate level research and evaluation courses at several universities, and routinely conducts workshops on various topics related to evaluation practice. She has authored/co-authored numerous books and articles articulating practice-based theories of evaluation use, the relationship between evaluation and individual, team and organizational learning; and effective strategies for communicating and reporting evaluation findings. Among them are: Evaluation Strategies for Communicating and Reporting: Enhancing Learning in Organizations, 2nd edition (Sage, 2005), and Evaluative Inquiry for Learning in Organizations (Sage, 1999).

STEPHEN L. MORGAN CIA, CGAP, CGFM, CFE, is the former city auditor of Austin, Texas, who directed a full scope audit office that conducts performance audits, fraud investigations, and consulting engagements. Mr. Morgan played a key leadership role in helping the City of Austin evolve its performance measurement and management system into a model for other government organizations. Before joining the City Auditor’s Office, Mr. Morgan was an evaluator in the U.S. Government Accountability Office’s National Productivity Group. His Institute of Internal Auditors’ offices have included president and governor, Austin Chapter, chair of the International Government Relations Committee, North American Director on the Global Board, chair of the North American Board, and chair of the North American Nominating Committee.

In January 2001 Mr. Morgan was appointed (reappointed in 2005) by the Comptroller General of the United States to the Advisory Council on Government Auditing Standards. He coauthored three textbooks: Performance Auditing: A Measurement Approach (first and second editions) and Auditor Roles in Government Performance Measurement: A Guide to Exemplary Practices at the Local, State, and Provincial Levels. In May 2009, Mr. Morgan received the Victor Z. Brink Memorial Award for Distinguished Service, the IIA’s highest global audit leadership award. In May 2007, Mr. Morgan accepted the National Intergovernmental Audit Forum’s Excellence in Government Performance and Accountability Award from the Comptroller General of the United States. Also, in March 2002, Mr. Morgan became the fourth annual recipient of the Harry Hatry Distinguished Performance Measurement Practice Award from the American Society of Public Administration honoring his lifetime of contributions to public service. Mr. Morgan holds a Bachelor of Arts degree in government (with honors) from the University of Texas at Austin; he was elected to Phi Beta Kappa. He also holds an MPA from the Lyndon B. Johnson School of Public Affairs of the University of Texas.
Performance Auditing: Achieving Maximum Impact

Monday, March 29, 2010

8:30
Conference Registration and Continental Breakfast

9:00
Understand Definitions and Phases of a Performance Audit
• Define financial and performance audits under auditing standards
• Understand the phases and outputs of a performance audit
• Learn the importance of the planning phase in order to receive high impact auditing results
• Identify terms associated with risk and vulnerability assessment

Identify Risks Associated with Government Programs and Use Conceptual Models to Interpret and Assess the Risks
• Discover the inherent risk model and relationship to program performance expectations or goals
• Identify and evaluate sources of program performance expectations or goals
• Review types of performance measures and understand how inherent risks, performance expectations/goal, and performance measures are interrelated

Examine How Inherent Risks Are Assessed
• Review principles of risk
• Develop methods for evaluating and ranking risk using risk factors
• Determine sources of risk information
• Learn how to document and report on risk assessment results

12:00
Lunch Break

1:00
Discuss and Understand How Vulnerability is Assessed
• Obtain an understanding of the program: inputs, processes, outputs and outcomes
• Assess vulnerability (the COSO/ERM and TX State Auditor models)
• Review auditability of high risk/high vulnerability programs

CASE STUDY: Conduct a Risk and Vulnerability Assessment
• Identify high risk/high vulnerability issues
• Report out and reach consensus on selecting issues for audit
• Summarize risk and vulnerability assessment

4:00
Adjourn

Who Should Attend?
• Government Auditors
• Inspectors General
• Program Managers
• Project Managers
• Program Analysts
• Strategic Planners
• Division Managers
• Program Planners
• City and County Executives
• IT Managers
8:30
Continental Breakfast

9:00
Formulate Performance Audit Objectives and Sub-Objectives Based on Risks and Vulnerabilities
- Understand the importance of asking the right question
- Examine the relationship between audit objectives and performance aspects
- Apply steps for defining audit objectives and subobjectives
- Review relationships between audit objectives and methodologies

CASE STUDY: Develop High Impact Audit Objectives and Sub-Objectives Based On Risk and Vulnerability Assessment
- Select high risk/high vulnerability issues
- Develop high impact objectives and subobjectives
- Report out and assess potential impacts

12:00
Lunch Break

1:00
Review and Understand How to Select Data Collection/Analysis Methodologies
- Relate audit methodologies to appropriate and sufficient evidence
- Review quantitative analysis (ratio analysis, trend and time-series analysis, regression analysis, cost-benefit, cost-effectiveness and others)
- Examine qualitative analysis (survey/interview/focus groups, observation —participant observation, trained observer)
- Understand relationship of methodology selection to auditability and audit project budgets

4:00
Adjourn

Discover Best Practices in Risk and Measurement Based Performance Auditing
- Learn to create a checklist which identifies successful strategies related to performance auditing

About The Performance Institute

Called “the leading think tank in performance measurement for government” on OMB’s ExpectMore.gov, The Performance Institute has been a leader in Performance Management training and policy since the 2000 administration transition. As part of the Government Performance Coalition, a group of good government organizations, the Institute worked in 2000 to deliver recommendations to the then new administration on what would become the President’s Management Agenda.

In 2009, the Institute is leading Innovations in Government: From Transition to Transformation, or InnoGOV.org, a collection of forums, research and recommendations to bring insight and transformation to the federal government. The goal of InnoGOV.org is to centralize the importance of performance, accountability and transparency in government and to disseminate the leading best practices to government managers.

The Performance Institute has published several research reports regarding performance management initiatives and trains over 10,000 government managers per year on performance-based topics. Dedicated to improving citizen services and taxpayer transparency, the Institute uses a best-practices foundation to deliver the most effective and tested methodologies for improving performance.
Become a Certified Government Performance Manager

To ensure professional success, you must continually expand your skills and education. The bar has been raised in government agencies and organizations, and managers want to hire, promote and work with the most skilled individuals possible.

To address this need, The Institute offers a Certificate in Government Performance Management. Completing a certification program is easy. Just attend the three “core” courses and an additional three “elective” courses based on the topics that meet your agency’s unique needs. The skills you acquire will then be used to complete a “capstone project” on a particular issue that you and your department are facing, which will then be evaluated by an expert member of our staff.

Benefits of Certification

Advance Your Career

Education and professional certification are becoming necessary for promotion and requirements for coveted positions. In the Certified Government Performance Manager program, you will acquire the skills and tools to make you the lead performance management resource for your organization.

Meet New Certification Requirements

To hold a position as a performance manager in government you must demonstrate compliance with new skill sets required by OMB and Congress. Receiving your certificate is one key way to demonstrate your skills.

Customize a Program to Fit Your Needs

Working with Institute training managers, you can select courses that will have direct application and impact to your work.

For more information about certification, please contact Melvin Hall at 202-739-9630 or email him at Melvin.Hall@PerformanceInstitute.org.

8:30
Conference Registration and Continental Breakfast

9:00
Set the Stage for the Program Evaluation Framework
- Examine the Obama Administration’s focus and mandates for data collection, reporting and use of findings
- Understand the relationship between evaluation and performance auditing, performance measurement, program evaluation and organizational learning
- Establish a common framework on basic evaluation terms

Phase One of Learning Approach to Evaluation: Focus the Inquiry
- Review the impetus for evaluation
- Understand the organization’s context
- Develop the logic model

12:00
Lunch Break

1:00
Phase One of Learning Approach to Evaluation: Focus the Inquiry (continued)
- Clarify the purpose of the evaluation
- Develop the evaluation’s key questions
- Think explicitly about the use of findings

Phase Two of Learning Approach to Evaluation: Carry out the Inquiry
- Develop and implement the evaluation plan

4:00
Adjourn

PerformanceInstitute.org/Audit
Program Evaluation: Developing and Performing High-Priority Evaluation Activities

Thursday, April 1, 2010

8:30
Continental Breakfast

9:00
Phase Three of Learning Approach to Evaluation: Apply Learning
- Interpret the data and develop communications & reports
- Support the action plan based on evaluation findings
- Monitor and provide feedback on actions taken

Build an Evaluation System Within Your Organization
- Gather and review information about organization’s mission, purpose, strategic plan, structure and staffing
- Diagnose status of organization’s infrastructure critical to organizational learning and design of evaluation system
- Reach shared understanding on the organization’s overall theory of change

12:00
Lunch Break

1:00
Build an Evaluation System Within Your Organization (Continued)
- Use theory of change and logic models to identify inquiry questions for informing organizational improvement and success
- Identify additional measures needed and complete plan for data collection, analysis, reporting and use
- Implement and evaluate the evaluation system

4:00
Conference Adjourns

In-House Training:
One of the more popular vehicles for accessing the Institute’s educational offerings is the delivery of onsite trainings and management facilitations. Bringing a training or facilitation in-house gives you the opportunity to customize a program that addresses your exact challenges and provides a more personal learning experience, while virtually eliminating travel expenses. Whether you require training for a small group or for an organization-wide initiative, the advanced learning methods employed by The Performance Institute will create an intimate training atmosphere that maximizes knowledge transfer to enhance the talent within your organization.

Customization:
We realize that not all obstacles can be overcome by applying an “off-the-shelf” solution. While many training providers will offer you some variation of their standard training, The Performance Institute’s subject matter experts will work with you and your team to examine your programs and determine your exact areas of need. The identification of real life examples will create a learning atmosphere that resonates with participants while at the same time providing immediate return on your training investment. Using interactive exercises that employ actual projects or scenarios from your organization, instructors can address specific challenges and align the curriculum of each session to your objectives. While the majority of onsite trainings are focused on smaller groups, The Performance Institute also has the ability to accommodate organizational-wide training initiatives. Utilizing multiple instructors, The Institute has the capacity to deliver courses to groups of up to 300 participants per day.

Areas of Expertise:
On-site delivery of single courses, certification programs and entire packages of specialized courses are available in the following areas:

- Strategic Planning
- Performance Measurement
- Project Management
- Lean Six Sigma
- Workforce Management
- Performance-Based Budgeting
- Performance-Based Contracting
- Performance Reporting
- Program Evaluation
- Administrative Management
- Leadership and Change

For more information about in-house training and certification options, please contact Blake Zach at 202-739-9548 or email him at Blake.Zach@PerformanceInstitute.org.
**Venue and Hotel:**

Audit and Evaluate Program Performance will be held at The Performance Institute’s Training Center in Arlington, VA, just one block east of the Courthouse Metro stop on the Orange Line. A public parking garage is located just inside of the building.

The Performance Institute Training Center  
1515 N. Courthouse Rd., Suite 600  
Arlington, VA 22201  
703-894-0481

A limited number of rooms have been reserved at the Arlington Rosslyn Courtyard by Marriott at the prevailing rate of $226 until February 29, 2010. This rate is based on the Government Per Diem and is subject to change. Please call the hotel directly and reference code “Audit and Evaluate Program Performance” when making reservations to get the discounted rate. The hotel is conveniently located three blocks from the Rosslyn Metro station. Please ask the hotel about a complimentary shuttle that is also available for your convenience.

Arlington Rosslyn Courtyard by Marriott  
1533 Clarendon Blvd.  
Arlington, VA 22209  
Phone: 703-528-2222 / 1-800-321-2211  
www.courtyardarlingtonrosslyn.com

**Tuition & Group Discounts:**

The tuition rate for attending Audit and Evaluate Program Performance is as follows:

<table>
<thead>
<tr>
<th>Offerings</th>
<th>Early Bird</th>
<th>Regular Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Course</td>
<td>$869</td>
<td></td>
</tr>
<tr>
<td>Attend Both &amp; Save!</td>
<td>$1599</td>
<td></td>
</tr>
</tbody>
</table>

For more information on group discounts for Audit and Evaluate Program Performance contact Melvin Hall at 202-739-9630 or email him at Melvin.Hall@PerformanceInstitute.org

**Exhibiting & Sponsorship:**

To learn more about exhibiting and sponsorships at Audit and Evaluate Program Performance please contact Meredith Mason at 202-739-9707 or email her at Meredith.Mason@PerformanceInstitute.org

**Cancellation Policy:**

For live events: The Performance Institute will provide a full refund less $399 administration fee for cancellations four weeks before the event. If cancellation occurs within two weeks prior to conference start date, no refund will be issued. Registrants who fail to attend and do not cancel prior to the event will be charged the entire registration fee.

For webinars: The Performance Institute will provide a full refund less $50 administrative fee for cancellations four weeks before the event. If cancellation occurs within two weeks prior to conference start date, no refund will be issued. Registrants who fail to attend and do not cancel prior to the meeting will be charged the entire registration fee.

All cancellation requests need to be made via Cvent or email. Your confirmation email contains links to modify or cancel registrations. Please note that the cancellation is not final until you receive a written confirmation.

Payment must be secured prior to the conference. If payment is not received by the conference start date, a method of payment must be presented at the time of registration in order to guarantee your participation at the event.

**Quality Assurance:**

The Performance Institute strives to provide you with the most productive and effective educational experience possible. If after completing the course you feel there is some way we can improve, please write your comments on the evaluation form provided upon your arrival. Should you feel dissatisfied with your learning experience and wish to request a credit or refund, please submit it in writing no later than 10 business days after the end of the training to:

The Performance Institute: Quality Assurance  
805 15th Street, NW  
3rd Floor  
Washington, DC 20005

We will evaluate individual complaints in a context of collective comments from the event.

Note: As speakers are confirmed six months before the event, some speaker changes or topic changes may occur in the program. The Performance Institute is not responsible for speaker changes, but will work to ensure a comparable speaker is located to participate in the program. If for any reason The Performance Institute decides to cancel this conference, The Performance Institute accepts no responsibility for covering airfare, hotel or other costs incurred by registrants, including delegates, sponsors and guests.

**Discounts:**

- All ‘Early Bird’ Discounts must require payment at time of registration and before the cutoff date in order to receive any discount.
- Any discounts offered whether by The Performance Institute (including team discounts) must also require payment at the time of registration.
- All discount offers cannot be combined with any other offer.
- Discounts cannot be applied retroactively.
Registration Form

- Yes! Register me for the whole week of **Audit and Evaluate Program Performance**
- Register me for the following course(s) only:
  - Auditing Performance Information
  - Program Evaluation
- Please call me. I am interested in a special group discount for my team

Delegate Information

- Name
  - Title
- Organization
  - Dept.
- Address
- City
  - State
  - Zip
- Telephone
  - Fax
- Email

Payment Information

- Check
- Purchase Order/Training Form
- Credit Card 🛒

- Credit Card Number
  - Expiration Date
  - Verification no.
- Name on Card

Billing Address

Please make checks payable to: The Performance Institute

**CANCELLATION POLICY:** The Performance Institute will provide a full refund less a $399 administration fee for cancellations requested four weeks prior to the event start date unless cancellation occurs within two weeks prior to the event start date. If a cancellation is requested less than two weeks prior to the event start date, no refund will be issued. Registrants who fail to attend and do not cancel prior to the event will be charged the entire registration fee. All cancellations must be requested through the cancellation link found in your attendance confirmation email. Please note that cancellation is not final until you receive a cancellation confirmation email.

- I have read and accepted the Cancellation Policy above.

**ACKNOWLEDGED AND AGREED**

By: ___________________________ Date: ___________________________

Priority Code: P754-MH