

Discusses the scope and significance of operational auditing and its implementation to increase overall efficiency.

The Perspective of Operational Auditing: A New Management Tool

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Introduction

During the past few years both the market and the public sector have become very interested in the phenomenon of operational auditing. Internal audit departments of large Dutch organizations not only implement audits of financial accounts but also activities meant to form an opinion on the quality of the structure and operation of the internal organization. However, the actual implementation of these activities is still too often affected by the views on and the results of the (internal) audit of the annual accounts. The audit department's financial audit plan forms, for example, the basis for the object choice of operational audits to be implemented. Audit plans, study reports and management letters should obviously be taken into account, although the objective and scope of the operational audit require that the plans and findings from the financial audit do not form the only point of departure.

An adaptation of an article published in a Dutch specialist publication, *Journal of Financial Management*.

Otherwise the impact of operational auditing would then be directly limited (too much) in our opinion: an operational audit is fundamentally different from a financial audit. We will discuss this point further in the text.

This article deals with a few aspects of the phenomenon of operational auditing. Our opinion on the scope of the operational audit function will be highlighted. The significance of operational auditing as a new tool of management will be discussed, as well as the methods to increase the effectiveness and efficiency of management by the application of this management tool. This article does not contain a description of the actual implementation of operational audits.

The first section explains the contents of operational auditing, in other words the primary objective of this function and the research objects and subjects. The second discusses the motivation behind the introduction of an operational audit function in the organization. The third section describes how this function can affect the control of the organization. The fourth points out how the operational audit function should be organized and which preconditions for a successful implementation should be met. The article concludes by explaining what trends can be decisive for the successful introduction and development of the operational audit function in the organization.

What Is Operational Auditing?

There is no unequivocal opinion in literature on the definition of operational auditing. An important reason for this may be the fact that this function has developed differently in different countries. Operational audit originally comes from the Anglo-Saxon countries. In these countries external auditors are not allowed to rely on examinations of internal auditors for the audit of the annual accounts. An internal audit department can nevertheless play an important role as "operational auditor". In practice, an operational auditor is charged with various aspects of verification. Moreover, the typology of the organization is also important for the appearance of operational auditing.

Is there a relationship between internal and operational auditing? Kowalczyk states in *Cadwans' Operational Auditing*:

Operational auditing is a term that goes in and out of vogue as the years change. It means many things in many different corporations. Call it what you may, but it is a methodology, a way of thinking. To me it is internal auditing[1].

Arens and Loebbecke have a completely different opinion. They do not consider the two concepts to be the same at all. According to them, it is specifically the objective which is different: the activities within the scope of internal

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A Loxley



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