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Earnings - Limiting Factors - Demand Behavior - Current Situation - Characteristics - Future Situation (Predicted) - Price Indices - Geographical Location of Supply - Location - Internal Spatial Order - Terrain Characteristics - Proximity to Market (Customers and Suppliers) - Distances and Cost of Transport - Alternative Communication with New Units - Justification of Sizes and Processes Financial Research - Financial Resources for Investment Economic Development - Social Aspects - Demographic Variables - Relationships with External Consumer Behavior - Culture - Social Or Socio-Economic Level - Reference Groups and Coexistence Groups (Baby Boomers , Generation X, or Generation Y) - Family - Consumer Life Cycle - Influence factors (perception, training and motivation) - The buying process (sitting need, previous activity, decision and subsequent feeling) of the organization to know the working conditions and the prevailing organizational climate. Access to information networks allows us to detect the operational or regulatory information of customers, partners, suppliers, employees and organizations in this sector or industry, in particular through internal or external computer networks; which, in turn, facilitates electronic exchange and interaction with the environment. An interview consists of meeting with one or more people to interrogate them in a structured manner in order to obtain information. This environment may Academia.edu no longer support the Internet Explorer.To browse the Academia.edu and the wider Internet faster and more securely, please take a few seconds to update the browser. Academia.edu cookies to personalize content, adapt ads, and improve user experience. Using our website, you agree to our collection of information using cookies. To learn more, review our privacy policy.× Condesot Consulting provides advisory services for small and medium-sized businesses, complete solutions to the following administrative processes: -Administrative audit is and always will be the most useful tool in the management of the organization, as through it you can penetrate into the depths of the company to understand where it is, how it got there, where it came from and where it wants to go. What is an administrative audit? Administrative audit is an act of conducting an in-depth review of the company's administrative process in order to correct or strengthen its activities that he's going to get a competitive advantage. If you have a basic understanding of the value of an administrative audit, you can identify the goals that are pursued when it is implemented in organizations. On the basis of what criteria are the objectives of the administrative audit determined? The objectives of the administrative audit vary according to the specific results the organization is looking for, i.e. whether the organization wants to address a specific problem or deficit, or whether it intends to make the entire company more efficient. In accordance with the above, criteria, such as the objectives of an administrative audit, need to be defined. The criteria to be considered as the basis for determining audit objectives should always be focused on supporting members of the organization in their activities and ensuring the proper administrative and operational functioning of the audit. It can be: control, performance, organization, service, quality or even promotion of decision-making. That's what each of them is made of. a) Control. Improving the objectives underlying this criterion is to ensure that the organization's objectives are respected. b) Performance. From this criterion it follows that the process or area gives better results, that is to do more with less. (c) Organization. According to this criterion, the aim is that each person performs his respective functions and that without a controller there is no activity. d) Service. Based on this criterion, customer service and satisfaction goals, both internal and external, are proposed. (e) The quality. This criterion implies clear expectations of the organization. Decision-making. It's a constant in the organization. Decision-making that mitigates or minimizes risks is essential to their proper functioning. This criterion implies that the information collected during the audit allows managers to make decisions with a firm knowledge of the facts. Once the objectives to be achieved as a result of the administrative audit have been determined, the scope of the audit will be determined. What defines and covers the scope of the administrative audit? Administrative audits can range from the area or department to the entire enterprise, where all its administrative functions must be detected and analyzed. It also includes aspects of its organizational structure, hierarchical levels, interpersonal relationships, operations, performance standards, technological development and others. It should be noted that the scope determines the breadth and depth of administrative audit, which means distinguishing between the number of areas or departments and types of processes; as if you only want to detect needs or problems, or Correction. Administrative audits apply to any type of organization because, regardless of management style, processes or guidelines that follow are subject to review. Administrative audits may be applied primarily to private, public or public organizations. These are the ones that work with private capital, and therefore their goals are mostly profitable. These companies are undergoing administrative audits to make their administrative and operational processes more efficient in order to increase their profits. Consider the situation when the audit deserves to be audited by private companies. As you know, many private companies are now looking for some quality certification. Receiving it involves auditing the entire organization to ensure that the certificate authority meets the data provided. Thus, auditing, in addition to strengthening and improving internal processes, increases the value of your product, leading to more far-reaching and in-depth audits. Why is it important to conduct an administrative audit? Administrative audit is a tool that allows us to identify weaknesses and areas of opportunity in the organization, as often daily work does not allow us to see that there are aspects to be improved. It is important to conduct an administrative audit at least once a year to find out what failures are, what can be improved and what is being done correctly to amplify it. All organizations, regardless of their status as private, public or social, are constantly striving for improvement; and processes that allow them to better navigate the risks. Audit, providing information on how they work, how they work and what organizations have, is reliable, truthful and timely. According to the foregoing, auditing is important not in itself, but depending on the characteristics of the results and if they are obtained, because they depend on the decisions that mark the future of the organization. In some cases, audits have led to managers making even radical decisions, such as closing a plant, abandoning the services of one or more people, or investing. Finally, we can note that another reason for the importance of auditing is its scope, which, as we have seen earlier, may include reviewing all or parts of the organization for its purposes, plans and programmes; Procedures and controls personnel and facilities. All with the aim of achieving administrative efficiency. Depth refers to how thoroughly you want to get to this situation. Administrative audit methodology. The Administrative Audit is responsible for assessing how the administration management functions of planning, organization, management and control and achieving effective solutions in meeting the goals set by the organization. The administrative audit methodology is intended to provide a basis for action to ensure that activities at various stages of implementation are carried out in a planned and systematic manner, that the criteria are unified and the depth at which administrative analysis approaches will be reviewed and applied to ensure timely and objective management of results. It also provides the auditor with identification and management information corresponding to the report on facts, findings, evidence, transactions, situations, arguments and observations for further examination, reporting and follow-up. For its proper and accessible use, it has been divided into stages, each containing criteria and guidelines that must be adhered to in order for initiatives to fit the plans. In keeping with what has been explained so far, the stages that make up the methodology: Planning. Instrumentation. Test. Report. Tracking. Planning. It refers to general guidelines governing the implementation of administrative audits in order to ensure that priority factors are covered. What does planning cover? 1. Objectively. Factors to consider. Sources of information. 4. Preliminary investigation. Preparation of the audit project. 6. Preliminary diagnosis. Goal. This step determines the purpose of the audit. The actions that need to be taken for a consistent and orderly audit are set in accordance with the conditions for its timely conduct. Factors to review. The first step is to identify factors that are considered fundamental to the organization's study in accordance with two aspects: (a) administrative process b) the specific elements that are part of its activities. Administrative process: The stages of its process are included and the components that underpin it are identified, which allow for logical analysis of the organization. Sources of information. The sources of information are internal and external instances that can be used to capture information recorded in the auditor's working documents. These may be internal or external sources of internal information - Governing bodies - Internal Control Bodies - Partners - Organization Levels - Strategic Business Units - External Information Systems Sources of Information. Current and potential competitors - Current and potential suppliers - Current and potential customers/users - Interested parties - National and international bodies that dictate regulatory and quality guidelines or standards. Organizations in the same industrial turn or another. Preliminary investigation. The next logical step is to acknowledge or pre-investigate to determine the situation of the organization. This step requires the consideration of technical and legal literature and all sorts of related and interested documents. This procedure can lead to a reformulation of goals, strategies, actions, or execution times. To accomplish this task, it is advisable to take into account the following criteria: Identify specific needs. Identify factors that need attention. Identify strategies for action. Hierarchy Priorities Based on Purpose: Describe the Location, Nature, and Scale of Factors. Enter the auditor's profile. Assess the time and resources needed to achieve a specific goal. On the basis of preliminary information, the information required for the audit should be prepared, which includes two sections: the technical proposal of the technical programme: the type of audit to be conducted. Scope: Scope. Background: Count of administrative audits and studies of previous improvements. Goals: Achievements to be achieved in an administrative audit. Strategy: The main way to guide the course of action and allocate resources. Justification: Demonstrating the need to implement it. Actions: Initiatives or activities needed to implement them. Resources: Human, material and technological requirements. Cost: Global and specific assessment of the necessary financial resources. Results: Benefits that are expected to be achieved. Additional information: Material and research that can serve as ancillary elements. The program works. Identification: Audit name. Responsible: The auditor in charge of its implementation. The area (s) of the universe is under study. Key: Progressive number of estimated events. Activities: Specific steps to capture and study information. Stages: Determine the consistent order of action. Calendar. Dates set for the beginning and end of each stage. Graphic view: Description of the action in boxes and images. Format: Presentation and progress protection, Progress: Action Tracking reports. Frequency: Time organized to report progress. Preliminary diagnosis. This phase is based on the auditor's perception of the organization as a product of his vision. While there are no documented elements of judgment, there is an approach to reality and organizational culture. Based on this knowledge, a framed system should be prepared that emphasizes why there is a need for an audit. Creating an organization. Changes in its legal form. Transform an object into a strategy. Leadership of the delegation of faculties. Infrastructure: Operations Scheme (processes/functions) Changes in organizational structure. Institutional programming. The level of technological development. Operation Form: Recorded Performance. Achieve. Implementation: The completed preparatory part is audited, where the most feasible collection methods should be selected and applied; depending on the circumstances of the inspection, the measurements used, the management of documents and evidence, and the oversight required to maintain effective coordination. Gathering information This task should focus on recording all kinds of findings and evidence that make your target examination possible; otherwise, there may be errors of interpretation that cause delays or force information to be repulsed, rescheduled or suspended. It is also advisable to apply the criterion of discrimination, always taking into account the purpose of the study, and to constantly review and evaluate it in order to maintain a unified line of action. Methods of gathering to gather the necessary information in a flexible and orderly manner, one, or a combination, of the following methods can be used. Documentary research. Direct observation. Access to information networks. Interview. Questionnaires. Sedulas. Documentary research consists of location, selection and documentation study that can bring elements of judgment to audit. The main documentary sources that can be used are: Regulations: - Constituent Law - Law prescribing the creation of the Organization - Rules of Procedure - Specific Regulations - Regulations and Conventions - Administrative Decrees and Agreements - Organization Charts - Administrative Systems Guidelines, Information Systems - Systems of Standardization and Certification - Workload Distribution Tables - Personnel Patterns - Furniture and Equipment Demand behavior (current situation, projected future situations, characteristic). The behavior of the proposal is the current situation, the future (predictable) situation, the analysis of the market regime. Pricing Geographical Location - Location - Internal Spatial Location - Characteristics - Territory - Distances and Cost of Transportation -

Reason in relation to size and processes. Financial Research: - Financial Resources for Investments - Financial Analysis and Forecasts - Funding Programs - Financial Assessment Economic Situation - Economic System - Nature and Development Rates le Social aspects - Demographic variables - Relationships with external direct observation. This is an approach and a review of the physical area where the organization works to know the working conditions and the prevailing organizational climate. It is recommended that the responsible auditor oversee direct monitoring, comment and discuss his perception with his team; this will provide consensus on the conditions of operation of the area and can identify criteria to which audits should always be subject to audit. Interview. It consists of meeting with one or more people and questioning them directly for information. This environment is perhaps the most busy, and one of those who can provide more complete and accurate information, since the interviewer, having contact with the interviewee, in addition to receiving answers, can perceive the relationship and receive feedback. Questionnaire. It is used to obtain the desired information uniformly. They consist of a series of written, predetermined, consistent questions separated by chapters or specific topics. The quality of the information received will depend on your structure and the form of the presentation. Sedulas. They are used to capture the necessary information in accordance with the purpose of the audit. They consist of forms whose design includes boxes, blocks, and columns that facilitate grouping and sharing of their contents for reference and analysis, and open the door to expanding the range of responses. Measurement. Consolidation of implementation requires that facts be assessed through a measure that is part of the indicators set for the administrative process and specific elements, as well as strategic objectives and core attributes related to each other. The scales used for this purpose serve as a function of ensuring the veracity and reliability of the information recorded in the working documents and which will then serve to verify the validity of the comments, conclusions and recommendations contained in the audit report. Work documents. To order, speed up and print the consistency of your work, the auditor must do so in so-called work documents; are reports in which it describes the methods and procedures applied, the tests, the information received and the conclusions reached. These documents are the main support that the auditor will have to include in his report, as they include comments and arguments in support of them; they also support the implementation and oversight of the work. They should be clearly and accurately tailored to the data relating to analysis, verification, opinion and conclusions about the facts, transactions or situations identified. It's also deviations from budget criteria, standards or projections to the extent that this information confirms the evidence; which confirms the observations, conclusions and recommendations contained in the audit report. The auditor must prepare and retain working documents whose form and content depend on the terms of the audit, as they are evidence of the work done and support its judgments and conclusions. Working documents should be developed, not to lose sight of the content that should include their content: Audit identification. Audit project indices, questionnaires, kedula and summary of the work carried out. Indications of observations received during the audit observations of the development of their work annotations to the relevant adjustments of information made during their implementation Report on possible guidelines of irregularities received by areas or phases of application For homogenization of their presentation and information, as well as facilitate access to their consultations, the documents should not be overwhelmed by very prompt references, but to write down the relevant topics, to be compiled in a clear and orderly manner , and be strong enough in their arguments, so that any consideration of them can follow the sequence of work. They also show that the evidence, procedures and methods used are sufficient and competent. Although the working documents prepared by the auditor are confidential, you can provide them when you receive an order or subpoena to file them, so you must protect them for a sufficient period of time for any clarifications or investigations that may be conducted and, taking into account their usefulness, for subsequent inspections. Evidence. The evidence is a reliable audit of the findings during the audit, so it is an important element in substantiation of the auditor's judgments and conclusions. For this reason, by combining it, it must provide a level of risk, uncertainty and conflict that it can bring with it, as well as the degree of reliability, quality and actual usefulness it must have; it is therefore essential that the auditor meets the agreed recruitment, compliant rules and criteria arising from the implementation process. Evidence can be classified into the following areas: Physics: It is obtained by direct inspection or observation of activities, goods or events, and presented through notes, photos, tables, maps or material samples. Documentary. It is obtained through document analysis and is contained in letters, contracts, hours, minutes, invoices, receipts and all sorts of communication products of work. Reviews. It is received from any person who makes statements during the Analytical. It includes calculations, comparisons, reasoning and disaggregation of information by area, section or component. In order for the evidence to be useful and valid, the following requirements must be covered: sufficient: if necessary, support the auditor's findings, conclusions and recommendations. - Competent: If it fits be consistent, persuasive, reliable, and has been tested. - Appropriate: When giving elements of judgment to demonstrate or refute the fact logically and clearly. - Relevant: Where there is a sequence between observations, findings and audit recommendations. - It is important that the auditor documents and informs the head of the internal control department, the owner of the organization and the project manager of the following situations. - Problems with obtaining sufficient evidence as a result of incorrect records, unregistered transactions, incomplete files and inadequate or altered documentation: - Operations made outside the usual course - Restrictions on access to information systems. - Records are incompatible with the operations carried out - Conditioning areas for providing evidence - At all possibilities, the auditor must act prudently, maintaining his professional integrity and keeping records of his work, including evidence of identified inconsistencies. In order to ensure compliance and compliance with the approved programme, the audits must be closely monitored, delegating audits to those with experience, knowledge and capacity. Thus, as the level of responsibility falls, the auditor in charge will always be confident that he will dominate the work and decision-making elements to ensure that actions are logical based on audit objectives. Oversight, at different stages of the audit implementation, includes: - Review of the work program - Constant monitoring and close to the work of auditors - Timely explanation of doubts - Time spent on the estimate - Timely and thorough analysis of working documents - Final review of the content of working documents to ensure their full and fulfillment of their goals. The following criteria should be followed for consistent and homogeneous monitoring. - Ensure an overlap in the core lines of the investigation of the entire audit team - constantly monitor the work of auditors to eliminate any doubts - Review of the work carried out and make appropriate comments and adjustments - Make changes to the audit team when negative relationships prevail or certain lines of inquiry do not apply. Meetings keep auditors up to date and instruct them to improve their performance. It is also vital that oversight of the work provides: - That the results reports have room to review the signature of the responsible auditor - that those documents that do not have this signature are subject to review and are not approved until it is authorized by the responsible auditor. - What working documents include the annotations of the group's lead auditor to ensure the contents of the findings. - Wear a magazine where the auditors' behavior is ripped off. Prepare a report that understands the achievements and obstacles that are encountered during the audit. To develop a general proposal, it will emphasize the main contributions identified and how to implement them. Thus, we can say that implementation determines how to collect information through collection methods such as documentary research, direct surveillance, access to information networks, interviews, questionnaires and cedulas, and takes into account aspects of measurement such as indicators and scales, auditor's work roles, evidence of what lies in the conclusions and oversight of work under different conditions. The review sets out the objectives, procedures and quantitative variables selected for information analysis and the wording of the administrative diagnosis, which includes aspects that will be used to assess facts, trends and situations to consolidate the organization's analytical model. The study of audit factors consists of the separation or separation of its constituent elements to examine the nature, characteristics and origins of their behaviour, not to lose sight of the relationship, interdependence and interaction of the parties with each other and with the whole, and their context. The aim is to apply appropriate analysis techniques to achieve the proposed goals with the capability, scope and depth required by the universe under consideration, and the specific circumstances of the work in order to gather the optimal elements of the solution. The survey procedure involves the classification and interpretation of facts, the diagnosis of problems, as well as elements of assessing and rationalizing the effects of changes. The examination procedure consists of the following steps: - Know the fact that is analyzed - Describe this fact - Break it up to perceive all its facts and details. - View it critically to better understand each element - Sort each element according to the classification criterion, selected, making comparisons and looking for analogies and divergences. - Identify the relationships that work between each element, considered individually and together. - Identify and explain their behavior to understand that sprang up him and the way to his attention. A very effective approach to consolidating the review is to take an interrogated position and systematically ask six questions: - What work is being done? Nature or the type of work they do. Why is this done? goals to be achieved. Who's doing this? The staff is involved. How is it done? Methods and methods that are applied. What is it done with? Equipment and Tools Used - When Is It Made? It takes seasonality, consistency and time. Having received clear and accurate answers to each of the above questions, they, in turn, should be questioned again, raising the question: why? up to five times in a row. Since then, the review has become increasingly critical and allows new responses to open up an even deeper look at alternatives to support the auditor's findings and judgments. (Franklin 2003 p.73). Administrative analysis methods. These are the tools on which the auditor relies in addition to his comments, and allow him: - Check how the stages of the administrative process are performed. - To quantify the established indicators. Learn about the results the organization receives. - Review the circumstances that affect the results. - Check the level of efficiency. Know the use of resources. Determine the measure of consistency in specific processes. Among the methods used to perform the analysis, which are valuable support for the auditor, are the following: Organizational - Objective Management - System Analysis - Cost Analysis - Structure Analysis - Decision Tree - Self-Assessment - General Quality Control - Cause and Effect Chart - Fitness - Pareto Chart - Benchmarking - Opportunity - Technical and Economic Justification - Feasibility Study - Emotional Intelligence - Analysis Of The Inventory - Integrated Production Models - The wording of the Administrative Diagnosis Administrative Diagnosis, an integral part of the administrative audit, is a resource that converts facts and circumstances into specific information that can be quantified and classified. It is also an opportunity to develop a legal framework for analysis; to organize information about the reality of an organization, to establish the nature and scope of its needs; identify the most relevant factors in their activities. Identify the resources available when troubleshooting and, above all, as a channel to necessary actions that ensure their effective attention. Diagnosis is a mechanism for learning and learning because it informs and converts experience and facts into administrative knowledge, while allowing for the evaluation of trends and situations to formulate an interpretive proposal or analytical model of the organization's reality. (Franklin 2003 p.79). At the end of the review, the organization needs to produce a report that will produce the results of the audit; a clear definition of the area, system, programme, audit project, subject to review, duration, scope, resources and methods used. Since the paper identifies the findings as well as the findings and recommendations of the audit, it is important to provide sufficient information on the scope of the findings and how often they are presented, depending on the amount of chaos or transactions reviewed based on the operations carried out by the organization. It is also important that the findings and recommendations be supported by competent and relevant evidence duly documented in the auditor's working documents. The results, conclusions and recommendations taken from them should collect such tributes as: - Objectivity: an unbiased view of the facts. Opportunity. The availability of information in time and place. - Clarity: Easy understanding of content. - Utility: Profit that can be derived from information. - Quality: Linking quality standards and quality system elements in terms of services. - Logic: Consistency according to object and priorities. The report is an invaluable factor in the sense that it provides an opportunity to know whether the documents and criteria meet the real needs and leaves open the alternative to presenting it to the owner of the organization to determine what has been achieved, especially where evidence or elements of judgement are required that have not been taken into account in the audit. It also allows you to create the necessary conditions for its presentation and instruments. In the event of significant changes based on relevant evidence, the report would need to be adjusted. Operational aspects should be considered in practice, based on agreed conditions for management of the actions that have been implemented promptly before submitting the final version of the report. To address this aspect, it is recommended that you adjust to the next order. Introduction: Criteria that were provided for understanding and interpreting the audit. Background information that frames the current origin and position of the organization. - Justification: Items that have made it necessary to apply. - Audit goals: reasons for auditing and objectives With a report. Strategy: The follow-up and resources that are implemented in each of them. Resources: Human, material and technological means used. Costs: Financial resources used in development. - Scope: Scope, depth, and scope. Actions: Steps or actions performed at each stage. Methodology: Framework, methods and indicators in which audits were under-audited. The results. Significant findings and sufficient evidence to support them. - Conclusions: Conclusions based on the evidence obtained. - Recommendations: Signals to improve performance and performance. Alternatives to implementation: viable programs and method. Significant deviations: the degree to which the audit standards are compliant. Opinions of those responsible for the areas inspected: external views on conclusions, conclusions and recommendations. - Special questions: All kinds of aspects that require in-depth study. General guidelines for its preparation - Do not lose sight of the subject of the audit when reaching the final conclusions and recommendations. - Weigh the solutions they offer to make them practical and viable. - Explore the various alternatives to infer the causes and consequences of the findings and translate them into preventive or corrective recommendations, as it may be. - To homogenize integration and presentation of results in a way that is consistent between the conclusions and the criteria for their creation. - Use as much support as possible to keep results to know. Ensure a level of detention with the right elements for objective and consistent decision-making. To lay the groundwork for a permanent information mechanism. Raise awareness of the levels of decision-making on the importance of non-compliance or do so on time with the recommended measures. - Establish forms and content that will be observed in the reports and follow-up. - Take into account the results of previous inspections, evaluate the treatment and courses of action taken when obtaining the results. Before the release of the report, an independent person would review drafts and working documents to ensure that it met all audit standards. Once the report is properly structured, the audit officer convenes an audit team to review its contents; if you discover any aspect that can be enriched or refined, he will make the necessary adjustments to fix them. When the final report is available, it will be delivered and delivered to: - Owner's Organization - Governing Body - Management Levels - Medium Teams and Operational Level. Groups A corporate or sectoral presentation of a report can be supported by computer equipment, sheets, or audiovisual materials. The report includes audit results, operational aspects agreed with the implementation manual and general guidelines for its preparation. Preparation. 3.1 instrumentacion de la auditoria administrativa. etapa de instrumentacion de la auditoria administrativa. planeacion e instrumentacion de la auditoria administrativa. instrumentacion de la auditoria administrativa pdf. metodologia de la auditoria administrativa instrumentacion

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