Internal Controls
Back to Basics

An overview of some key fundamentals
Presentation Topics

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• Fraud – Definition, Statistics, and Common Culprits 
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Internal Controls is a process designed to provide *reasonable assurance* regarding the achievement of objectives in the following three categories:

- **Effectiveness & Efficiency of Operations**
- **Compliance with Laws and Regulations**
- **Reliability of Financial Reporting**
Fraud

Intentional deception resulting in unauthorized personal gain

Organizations lose an average of 5% of their annual revenues to fraud.

Internal Control weaknesses are responsible for nearly 1/3 of frauds.

Types of Fraud

**Asset Misappropriation**
- 86% of Fraud Cases
- $100,000 Median Loss

**Financial Statement Fraud**
- 10% of Fraud Cases
- $954,000 Median Loss

Statistics from Certified Fraud Examiner’s 2020 Global Study on Occupational the Association Fraud and Abuse
Who Commits Fraud?

72% of fraudsters were male

41% of frauds were committed by low-level employees

37% of perpetrators were between the ages 36 - 45

Fraudsters who had been with their company longer stole twice as much

85% of fraudsters displayed at least one behavioral red flag and in

49% of cases they exhibited multiple red flags

6 Behavioral Red Flags of Fraud

1. Living Beyond Means
2. Financial Difficulties
3. Unusually Close Association with Vendor/Customer
4. Control Issues, Unwillingness to Share Duties
5. Irritability, Suspiciousness, or Defensiveness
6. “Wheeler-Dealer” Attitude

Statistics from the Association of Certified Fraud Examiner’s 2020 Global Study on Occupational Fraud and Abuse
Tips are the most common initial detection method

43% of fraud cases were initially detected by tips

Fraud losses were 50% smaller at organizations with hotlines

Statistics acquired from the Association of Certified Fraud Examiner’s 2020 Global Study on Occupational Fraud and Abuse
The number of reports to the U-M Compliance Hotline has significantly increased over the past 3 years.

**In FY2020**

- 62% of tips were reported over the internet
- 38% of tips were reported over the phone
- 61% of tips were anonymous

**Commonly Reported Concerns:**

- Financial Mismanagement
- Conflict of Interest
- Data Privacy Issues
- Hostile Work Environment
- Discrimination
- Theft of Services or Time
The official repository for the institution-wide policies of the University of Michigan

Key Aspects of the SPGs

• Define and set a standard for organizational and individual conduct
• Approved by university leadership and apply to the entire institution
• Reviewed and updated every five years

Receive quarterly notifications of new, changed or decommissioned policies by joining the self opt-in email group. See http://spg.umich.edu/policies/revisions for more details.

Standard Practice Guide Overview presentation can be found at http://www.finance.umich.edu/controls/training
The SPG Website

Contains:
• University policies
• Links to procedures
• Organization charts
• List of recently updated policies
• FAQs
• Contact information to ask questions
  spgonline@umich.edu

https://spg.umich.edu/

Search bars allow you to:
• search the whole SPG web site
• search within an SPG

SPGs are organized into 5 Categories:
• Human Resources (200s)
• Research (300s)
• Student Affairs (400s)
• Business and Finance (500s)
• General Policies (600s)

There are approximately 180 SPGs
Annual Internal Controls Certification

- Designed to **improve awareness and accountability** related to fiscal stewardship and internal controls
- Leverages **best practices** from Sarbanes-Oxley Act

**46 Certifying Units:**
- 19 Schools & Colleges
- Athletics
- Flint
- Dearborn
- Michigan Medicine
- VP Offices
- Other Units

**Deans/Directors/Vice Presidents**
Sign annual Certification Form to attest that they:
- Meet fiscal & stewardship responsibilities
- Review & understand unit's financial performance & confirm it fairly represents activities
- Are aware of and committed to enforcing appropriate internal controls in unit
## Key Unit Certification Elements / Tasks

<table>
<thead>
<tr>
<th>Internal Controls Gap Analysis</th>
<th>Written Procedures Documentation</th>
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<tbody>
<tr>
<td>• Annual review of key unit internal control points</td>
<td>• Clarify roles &amp; responsibilities</td>
</tr>
<tr>
<td>• Validates controls are in place</td>
<td>• Ensure process is happening as intended</td>
</tr>
<tr>
<td>• Should be completed by individuals involved in process</td>
<td>• Help with employee turnover</td>
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<tr>
<th>Management Oversight Reporting</th>
<th>Dept Sub-Certification (optional)</th>
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<tbody>
<tr>
<td>• Identifies key trends / exceptions</td>
<td>• Provides support for Dean / Director / VP Certification</td>
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<td>• High level summaries (by month, year, etc.)</td>
<td>• Performed at the department level</td>
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<tr>
<td>• Many with drill-down functionality</td>
<td>• Same questions as Annual Certification</td>
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Employees not completing required training is one of the most common internal control issues across U-M. Effective training provides individuals with the knowledge and skills necessary to perform the essential duties of their position.

<table>
<thead>
<tr>
<th>What Training?</th>
<th>Who has to take it?</th>
<th>How often?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concur Approver Training (TEE102)</td>
<td>All Concur Approvers</td>
<td>Once</td>
</tr>
<tr>
<td>Concur Expense Approver Refresher Training (TEE103)</td>
<td>All Concur Approvers</td>
<td>Every 3 Years</td>
</tr>
<tr>
<td>Depository Certification Training (TME101)</td>
<td>All Individuals Preparing or Allocating Deposited Funds</td>
<td>Every 2 Years</td>
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<tr>
<td>Merchant Certification Course (TME102)</td>
<td>All Individuals Who Come into Contact with Credit Card Data</td>
<td>Annually</td>
</tr>
<tr>
<td>Treasury Management–Cash Handling (TME103)</td>
<td>All Individuals Who Handle Cash or Non-Cash Valuables</td>
<td>Once</td>
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The Benefits of Documented Procedures

- Clarifies responsibilities and documents expectations
- Improves efficiency and productivity
- Makes it easier to train new employees
- Assures consistent quality and performance

The **Written Procedure Templates** found on the Internal Controls website include:

- **Key control points** from the gap analysis tools
- **Links** to related training, SPGs, websites, etc.
- Units can **customize the templates as appropriate** to reflect unit specific procedures

[http://wwwfinance.umich.edu/controls/tools](http://wwwfinance.umich.edu/controls/tools)
Five Components of an Effective Internal Controls Environment

The COSO Framework provides a model for evaluating the effectiveness of Internal Controls

In an effective internal control system, the following five components work to support the achievement of an entity’s mission, strategies, and related business practices

- **Control Environment**: Represents the culture of Internal Controls at an organization (i.e. a culture of discipline & compliance or a culture of lax policies & procedures - This culture begins with the actions of executive management - "The Tone at the Top"

- **Risk Assessment**: All of the processes and associated risks in an organization are assessed based on level of risk and likelihood of occurrence to determine how they should be addressed

- **Control Activities**: Procedures and internal controls put in place to mitigate identified risks

- **Information & Communication**: How management communicates the culture of compliance & specific policies individuals need to follow

- **Monitoring Activities**: Activities used to monitor processes or internal controls
17 Principles of an Effective Internal Controls Environment

These Principles serve as a framework for assessing the effectiveness of Internal Controls – within the scope of the 5 Components of an Effective Control Environment

Questions to Consider
• Are all of these elements in place in your unit?
• Which elements does your unit do well and which need improvement?
• Is help needed in your unit to make improvements?