

ADRI

Approach, Deployment, Results, Improvement

The **Approach** includes the trail from an organisation's mission, vision and values (i.e. its overall objectives) through to more specific goals and the planned arrangements for how these will be achieved. The latter may culminate in written policies and procedures. Broad audit questions include:

- What is this organisation about?
- What outcomes is it trying to achieve?
- What, if any, reference points (internal or external) are used in establishing the organisation's objectives?
- How does the organisation plan to achieve its objectives?
- Does it understand its context and capabilities?
- Are the organisation's objectives set against appropriate benchmarks?
- What risk management processes does it have in place?
- Is the approach aligned and communicated throughout the organisation and more widely?

In understanding the auditee's approach, an AUQA audit panel is likely to discuss with the auditee such things as the ways in which particular objectives have been decided, the factors that were taken into account in their development and the stakeholders that were consulted.

The **Deployment** dimension considers whether, and how effectively, the approach is being put into effect. Broad audit questions include:

- Is the approach being deployed in the best possible manner?
- What standards and benchmarks is the organisation using to assess this?
- If the approach is not being deployed, why not, and how is this managed?
- Are staff appropriately trained, and resources appropriately deployed, to fulfil the approach?

The **Results** dimension looks at an organisation's results as a means of determining how well the deployment is achieving the planned approach. Broad audit questions include:

- Is the organisation achieving its intended objectives and outcomes?
- Does the organisation understand why and how it achieved those particular results, i.e. are the results a consequence of the approach and deployment?
- How are the results reported and used within the organisation?

The **Improvement** dimension focuses on whether the organisation is actively and continuously engaged with understanding its performance in each of the A-D-R dimensions, and is using this understanding to bring about improvements. Broad audit questions include:

- Does the organisation know how it can improve?
- How does it know this (e.g. through the use of external benchmarks)?
- How is it acting upon this knowledge?
- Does the organisation have a sustained history of improvement?