



INTERNAL AUDIT OFFICE CALENDAR YEAR 2025 EQUITY IMPACT PLAN

Leadership Sponsor: Sharon Pribadi, Department Director
Equity Lead(s): Deirdre Bland, Deputy Director

Departmental Equity Guiding Statement: The Internal Audit Office (IAO) is committed to supporting equity within the county in its role as a provider of independent and objective management assurance that county functions are accountable in equitably serving all citizens.

Context:

Internal Trend – As a result of the adoption of the One Fairfax Policy, County departments have increased their focus and emphasis on the development and implementation of programs and activities that promote equity. IAO has been sought out to review such activities because of our independence and ability to serve as an objective party.

External Trend - There is an increased focus and emphasis on the topics of diversity, equity, and inclusion within the auditing professional organizations in which our staff hold memberships. Organizations are offering focus training and white papers on the topic. Professional sessions have focus on case studies of equity audits, tools for planning audit with a DEI focus, and the use of data to assess equitable outcomes.

System-Level Infrastructure: None

INTERNAL AUDIT OFFICE CALENDAR YEAR 2025 EQUITY IMPACT PLAN

DEPARTMENT GOALS

Goal 1: Incorporate equity into audits by adding specific procedures in research, testing and reporting phases that address equity

One Fairfax Area(s) of Focus: 18. Other

Countywide Strategic Plan Community Outcome Area(s): Efficient and Effective Government (EEG)

Countywide Strategic Plan Strategies/Metric(s):
 Strategy EEG 11. Expand employee learning opportunities to increase staff competencies and experience in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.
 EEG 25. Develop, pilot, and institute Fairfax County equity-based decision-making tools for planning, projects, decision making and resource allocation.
 EEG Indicator: Financial Sustainability and Trustworthiness; Metric: % of audit findings in which auditors have verified the desired corrective action was fully implemented.

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
1a. Implement IAO-specific audit procedures and tools for equity in audit planning, fieldwork, and reporting phases	IAO, IAO Audit Universe	Staff Time	Equity Team	Mar 2025 - Dec 2025	1a,1b, and 1c. Number of audits/projects that include equity work
1b. Equity Team to train staff on using equity tool(s), performing procedures and work paper documentation	IAO, IAO Staff	Staff Time	Equity Team	Jan 2025- Jun 2025	
1c. Equity Team to monitor inclusion of equity in audits and applicable projects	IAO, IAO Staff	Staff Time	Equity Team	Jan 2025- Dec 2025	

INTERNAL AUDIT OFFICE CALENDAR YEAR 2025 EQUITY IMPACT PLAN

Goal 2: Encourage and support staff taking internal and external training on the topic of equity

One Fairfax Area(s) of Focus: 18. Other

Countywide Strategic Plan Community Outcome Area(s): Efficient and Effective Government (EEG)

Countywide Strategic Plan Strategies/Metric(s):
 Strategy EEG 11. Expand employee learning opportunities to increase staff competencies and experience in the areas of leadership, equity, cultural proficiency, use of technology and innovation to meet the needs of a changing environment.
 EEG Indicator: Financial Sustainability and Trustworthiness; Metric: % of audit findings in which auditors have verified the desired corrective action was fully implemented

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
2a. Identify equity audit planning, fieldwork, or reporting tools from peer organizations and trainings	IAO Staff	Staff Time, Funds for CPE Courses	Equity Team	Jan 2025 – Dec 2025	Number of documents and/or tools added to IAO Learning Library Number of staff presentations on equity at staff meetings
2b. Identify and recommend continuing education courses for staff to take	IAO Staff	Staff Time, Funds for CPE Courses	Equity Team	Jan 2025 – Dec 2025	Number of Equity related CPE/Training courses and hours completed by staff (Minimum of 2 hrs per staff)
2c. Staff demonstration of ability to identify equity elements in audits/projects	IAO Staff	Staff Time	Equity Team	Jan 2025 – Dec 2025	Number of equity elements identified in audits

INTERNAL AUDIT OFFICE

CALENDAR YEAR 2025 EQUITY IMPACT PLAN

Goal 3: Develop and implement a process to review department fraud and internal control training materials to ensure that content is free of biases and is diverse and inclusive.

One Fairfax Area(s) of Focus: 18. Other

Countywide Strategic Plan Community Outcome Area(s): Efficient and Effective Government (EEG)

Countywide Strategic Plan Strategies/Metric(s):

Strategy EEG 13: Implement a workplace culture change effort to actively promote equity and inclusion, collaboration, excellence, innovation, customer service, transparency, accountability and trustworthiness.

EEG Indicator: Customer Satisfaction with County Services; Metric: % of customers of individual Fairfax County Government services (internal and external) who report they were satisfied with the service they received

EEG Indicator: Financial Sustainability and Trustworthiness; Metric: % of audit findings in which auditors have verified the desired corrective action was fully implemented

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
3a. Review department training materials for inclusion and non-bias treatment of images and case examples	IAO	Staff Time	Sharon, Deirdre, & Tara	Jan 2025- Jun 2025	Number of changes made to course images and case examples

INTERNAL AUDIT OFFICE CALENDAR YEAR 2025 EQUITY IMPACT PLAN

Goal 4: Enhance department internal and external websites to increase visibility and ease of reporting ethics and fraud concerns.

One Fairfax Area(s) of Focus: 18. Other

Countywide Strategic Plan Community Outcome Area(s): Efficient and Effective Government (EEG)

Countywide Strategic Plan Strategies/Metric(s):
 Strategy EEG 4: Improve public participation and engagement opportunities to ensure all facets of the community are represented and have the physical, technological, and language access necessary to engage and participate in community discussions and decisions
 EEG Indicator: Customer Satisfaction with County Services
 Metric: % of residents who rate the overall quality and accessibility of Fairfax County Government Services as excellent or good
 Metric: % of customers of individual Fairfax County Government services (internal and external) who report they were satisfied with the service they received

Actions	Stakeholders	Resources/Supports	Responsible	Timeline	Performance Measures
4a. Update public website to better highlight the process for reporting fraud and information beneficial for action to be taken	IAO	Staff Time	Sharon, Deirdre, IAO Webmaster	Jan 2024- Apr 2024	1) Number of reports with sufficient detail and don't require a follow up call to obtain actionable details 2) Number of calls that are non-related to Fairfax County Operations
4b. Update internal website to better highlight the process for submitted fraud and ethics reports and information beneficial for action to be taken	IAO	Staff Time	Sharon, Deirdre, IAO Webmaster	Jan 2024 – Apr - 2024	1) Number of reports with sufficient detail and don't require a follow up call to obtain actionable details

Department Director's Signature:  _____
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