



# Pathways – A Pilot Virtual International Auditor Fellowship Program Application

**Application Deadline: March 1, 2022**

Instructions (please type all information):

**Note: Pathways, a Virtual International Auditor Fellowship Program, is a 5-week pilot program to be held June 6, 2022 through July 8, 2022. It is not a replacement of the 4 month in-person IAFP, but it does cover each element of the in-person program—auditing practices, personal and professional development, and cultural exchange. The first offering of this program will focus on Supreme Audit Institutions in the Caribbean and Latin America, and we hope to expand the program to additional INTOSAI regions in the future.**

Part I: To be completed by nominee

Part II: To be completed and signed by the Head of the Supreme Audit Institution

Email complete packages to [IAFPcurriculum@gao.gov](mailto:IAFPcurriculum@gao.gov)

**Complete package should include this application, TOEFL scores, and a half-page written capstone project statement.**

The Program Manager confirms all complete applications electronically. If you do not receive a confirmation email within 72 hours of your submission contact Mark Keenan at [KeenanM@gao.gov](mailto:KeenanM@gao.gov) to identify the issue with your submission.

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## Purpose of the Program

The objective of “Pathways”—the U.S. Government Accountability Office’s (GAO) Pilot Virtual International Auditor Fellowship Program—is to strengthen the capacity of auditors and SAIs to support the enhancement of accountability and governance worldwide. Fellows will resume work at their audit offices with strategies for strengthening their SAIs based on information obtained during the program.

## Program Content

Pathways is 100 percent virtual; there will be no travel to the United States. Fellows will participate in virtual training, learn about U.S. intergovernmental auditing experience, and develop strategies to implement change within their respective SAIs. Participants are nominated by the leadership of their SAIs with the expectation that they will transfer the knowledge and skills gained to their institutions.

Pathways consists of three major segments.

GAO Auditing Practices: Fellows will learn the technical and managerial aspects of performance audits and will be introduced to the policies, procedures, and practices at GAO. Although the primary focus is performance audit, fellows will explore a variety of audit techniques and approaches with an emphasis on knowledge and skills required to complete this type of work. Additionally, fellows will learn how GAO plans, manages, and communicates the results of its work. Fellows will also share information about the auditing practices of their SAIs.

Personal and professional development: Fellows will participate in various classes focused on leadership skills, writing principles, and team building.

Cultural exchange: Fellows will participate in a number of cultural activities to learn more about U.S. culture and also share their home country culture with program staff and participants.

## Technical Requirements

Pathways will be held using the Zoom platform. Below are the technical requirements for Pathways participation.

**Please note that GAO would like to make Pathways open to auditors in all eligible SAIs within the OLACEFS and CAROSAI INTOSAI regions, regardless of technical capacity. If you do not meet the below requirements, please note the challenges you are experiencing in your application, and we will work with you to determine if assistance can be provided.**

- A desktop or laptop computer. We recommend it has at least a 14 inch screen. A larger screen will allow the user to better see and use all Zoom functions, such as chatting and polling. The computer must allow for a USB plug-in.
- A reliable internet connection – broadband wired or wireless (4G/LTE).
- ~2-3 Mbps (download speed) for 1080p HD video.
- Speakers and a microphone – built-in, USB plug-in, or wireless Bluetooth.
- A webcam or HD webcam - built-in, USB plug-in, or: An HD cam or HD camcorder with a video-capture card. Note: To build better engagement and program cohesion, we will ask that fellows have their cameras turned on at all times during the program to the greatest extent possible.
- A separate phone or cell line; this will be used by fellows to call in to events in cases where the voice over internet protocol is not working.

Pathways 2022 begins June 6, 2022 and ends July 8, 2022. A typical day in the program will start around 9:30 am Eastern Time and finish around 4 pm (estimated 6.5 hours daily). A lunch period and several short breaks are included in the daily schedule.

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## Part I: Information About Nominee

### Personal information on nominee

<b>Name</b> (first, middle initial, family name)		<b>Gender</b> <input type="checkbox"/> Male <input type="checkbox"/> Female
<b>Home address</b> (please provide complete street address, including postal code)		<b>Name of SAI and address</b> (please provide complete mail address, including postal code)
<b>Home telephone number</b>	<b>Office telephone number</b>	<b>Mobile telephone number</b>
<b>Work email address</b>		<b>Home email address</b>

### Education/Training

<b>Name of University</b>	<b>Level of Degree/Certificate</b>	<b>Date Awarded (month-day-year)</b>	<b>Major Field of Study</b>

### English Language Skills

The Test of English as a Foreign Language (TOEFL) is required to participate in this program. Applicants must submit an official copy of the test scores with this application package. The total minimum score required for participation in the program is 550 (paper-based) or 80 (internet based). Official exam scores from equivalent language tests may be considered on a case-by-case basis.

The TOEFL exam requirement can be waived for applicants who can demonstrate more than 1 year of full-time studies in English within the past 3 years or applicants from countries where the official language is English. Any applicant that submits an equivalent language test or receives a waiver from the program will be interviewed via video conference to confirm their proficiency level.

### Other Significant Training

Please list names, dates, and locations of any applicable training programs attended. (If more space is required, please attach additional pages.)

<b>Name of Training Program</b>	<b>Date Completed (month-day-year)</b>	<b>Location of Training</b>

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**Please submit your resume or Curriculum Vitae (CV) with the application package.**

The format of your resume/CV is at your discretion but should include the following information:

- Country and name of your Supreme Audit Institution
- The total number of years at your SAI
- Positions held with titles
- Start and end dates in each position
- Other relevant work experience

## **Expectations**

### **GAO's Expectation**

If accepted into Pathways, each participant will

- Adhere to the program schedule
- Attend and participate in all sessions and meetings as set in the schedule (Note: exceptions may be made for illness, technical difficulties, and other circumstances; the fellow is expected to communicate absences to the program staff in a timely manner)
- Keep their video and audio turned on throughout the program, as directed by program staff
- Complete all mandatory, self-paced computer training sessions
- Submit all assigned projects

### **Fellow's Expectation**

Please describe what you expect to gain by participating in this program, including plans for applying the experience to your SAI (minimum 250 words, maximum 300 words).

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## Part II: Approval of Capstone Project Proposal and Recommendation by the Head of the Supreme Audit Institution

### PART IIA: Approval of Capstone Project Proposal

Each participant selected is required to prepare a special capstone project in the form of a strategy paper describing what they expect to accomplish in their audit office as a result of their experience with GAO. There are no exceptions to this requirement. During the course of the 5-week program, each fellow will prepare a detailed outline of their strategy paper. After the program concludes in July 2022, fellows will have two months to transform their detailed outline into a full strategy paper, including a robust strategy execution component, of no more than 15 pages. In September 2022, fellows will reconvene to present their strategy papers for their group, program staff, and others. Upon acceptance to the program, additional details on the structure and length of the strategy paper will be provided. We request that the nominees work directly with the Head of the SAI and its leadership to identify a specific topic or area of interest that the participant will introduce or champion upon his or her return. The topic or area of interest should relate to the program content. Some examples of topics selected by past participating fellows are "overlap, duplication, and fragmentation," "internal controls," and "effective report writing." In addition, all fellows will be assigned to work with a GAO Mentor, a subject matter expert at GAO who will provide guidance in the development of the strategy paper.

**Applicant should provide a half-page written statement on why the chosen topic is important to the SAI and a plan for incorporating potential changes or advancing capacities in this area (minimum 250 words, maximum 300 words). The Auditor General or his /her designee should also sign the attached page.**

**Strategy Paper Topic Selected:** \_\_\_\_\_

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### Approval

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**SAI Head Name** (first, middle initial, last)

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**SAI Full address** (please provide complete street address, including postal code)

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**SAI Head Signature**

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**Date**

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### Part IIB: Recommendation by the Head of the Supreme Audit Institution

This section completed by the Auditor General or his/her designee

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What qualities does your nominee possess that led to his/her nomination?

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## Program Selection and Participation of a SAI Sponsor

It is critical that each fellow fully participate in all aspects of this 5-week virtual program. Because the fellow will remain in their home country and may be participating from their SAI office, personal residence, or alternative location, we realize there may be an inclination that the fellow is still able to carry out their normal work activities during this time. We want to underscore that this will not be the case as the fellow will be fully engaged for the duration of the 5-week program, and they are expected to attend and participate in all program activities.

To provide the fellow additional support in this unique, virtual environment, we are asking that the Head of the SAI appoint an SAI Sponsor for the fellow. The SAI Sponsor should be a senior leader in the SAI and someone not in the fellow's management chain. To the extent possible and practical, we encourage the use of alumni of GAO's IAFP currently working within the applicant's SAI for this role.

The SAI Sponsor will have the following responsibilities:

- Serve as a resource for the fellow's strategy paper, and participate in at least an initial meeting with the fellow and their GAO Mentor
- Serve as a resource to the fellow and provide overall guidance and direction.
- Help ensure the fellow is able to fully participate in the program and, if normal audit work is interfering with this, work with the fellow's home audit team to correct the issue
- Help the fellow implement any recommended changes identified in their strategy paper upon program completion

Complete the below information for the SAI Sponsor.

SAI Sponsor Name: \_\_\_\_\_

SAI Sponsor Title: \_\_\_\_\_

SAI Sponsor Number of Years at SAI: \_\_\_\_\_

SAI Sponsor phone number: \_\_\_\_\_

SAI Sponsor email address: \_\_\_\_\_

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## Potential Topics to be covered during the Virtual International Auditor Fellowship Pathways Program

The potential sessions listed below provide the fellows with an "overview" of the topic and some practical applications. None of these sessions provide the fellows with all of the technical skills necessary to become an expert on a particular topic.

### Orientation

Overview of GAO and the U.S. Federal System

Skillsoft Demonstration

Overview of various GAO Mission Teams, including the Science, Technology Assessment, and Analytics Team

Overview of GAO's Center for Audit Excellence

### Auditing Practices

Audit Planning

Real-time Auditing

Evidence and Documentation Fundamentals

Managing the Writing Process

Report Writing and Reviewing

Auditing for Fraud, Waste, and Abuse

Performance Auditing

Approach and Methodology Selection

International Perspectives

### Personal and Professional Development (Training and Management Topics)

Effective Presentation Skills

Inclusive Leadership

Managing Yourself and Your Staff in a Changing Environment

Starting and Maintaining High Performing Teams

Strategic Planning

Project Management