Agenda

• Enhancing the Competency Framework of the Internal Audit Profession
• Progress to Date
• The New Competency Framework
• Our Philosophy and Approach
• Next Steps To Consider
• Discussion Questions
Strategic Plan – Goal A

The IIA will be the driving force for the development of high-performing internal audit professionals, indispensable to their organization

Collaborate Globally to:

- Enhance the competency framework and learning pathways
- Integrate/align education, experience, assessment and continued learning

Source: IIA’s 2012-2016 Global Strategic Plan
Indicators of Achievement

• Increased awareness incorporated into
  – Textbooks
  – Training
  – Tools

• Increase in perceived value by stakeholders

• Periodic review and realignment as needed to meet stakeholders’ expectations and perceptions
Progress to Date

• Key volunteers from around the world and IIA staff
  – Reviewed IIA frameworks developed by IIA Institutes (Australia, UK, USA & South Africa)
  – Developed new Framework
  – Reviewed by Certification Suite Task Force and IIA Executive Committee
  – Exposed to Institutes
  – Incorporated feedback and aligned to CIA
The Framework’s Core Competencies

**Personal Skills**
- Communication
- Persuasion and Collaboration
- Critical Thinking

**Technical Expertise**
- IPPF
- Governance, Risk and Control
- Business Acumen

**Internal Audit Management**

**Professional Ethics**
Our Philosophy & Approach

- Different stages of competence vs. have/have not (yet)
- Foundation that can be built upon
- Institutes can amend to meet unique needs
<table>
<thead>
<tr>
<th>CEOs, CFOs, audit committee chairs, etc say: “I want someone...”</th>
<th>Therefore, the core competencies cover:</th>
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<tr>
<td>with strong personal integrity.</td>
<td>Professional ethics</td>
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<td>who can manage the department, run the show.</td>
<td>Internal audit management</td>
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<td>who “knows their stuff.”</td>
<td>IPPF</td>
</tr>
<tr>
<td>who's a bit of an expert in governance, risk and control.</td>
<td>Governance, risk and control</td>
</tr>
<tr>
<td>who understands my business.</td>
<td>Business acumen</td>
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Our Philosophy and Approach

<table>
<thead>
<tr>
<th>CEOs, CFOs, audit committee chairs etc say: “I want someone...”</th>
<th>Therefore, the core competencies are:</th>
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<tr>
<td>who can communicate well.</td>
<td>Communication</td>
</tr>
<tr>
<td>who's good with people, is persuasive and politically savvy.</td>
<td>Persuasion and collaboration</td>
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<tr>
<td>who can think on their feet, is a strategic thinker.</td>
<td>Critical thinking</td>
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<td>who can do an audit &amp; give me the required level of assurance.</td>
<td>Internal audit delivery</td>
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<td>who can advise on/provoke change and improvement.</td>
<td>Improvement and innovation</td>
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Next Steps to Consider

• Pathways to competency, continuing education, certification

• Learning pathways developed as worldwide guide

• Self-assessment Tool

• Global Inventory – gap analysis to find unmet needs

• Global Training Marketplace
TODAY’S DISCUSSION QUESTIONS
Question 1 - What value does the Competency Framework and future Learning Pathways have for your Institute, your members and The IIA?

– How will the Competency Framework and supporting Learning Pathways bring value to your Institute and your members?
– How will this value be measured?
– Do you envision the Competency Framework and Learning Pathways requiring any adaption by your Institute? If so, describe the nature of this adaptation.
– What other activities do you feel are needed to support The IIA’s global strategy related to Professional Development?
Question 2- How should the IIA and IIA Institutes create demand for the new Competency Framework by internal audit professionals and their organizations?

– What methods could be deployed?
– At a minimum, what should each Institute do to support this goal?
– How would success be measured in one year’s time?
Question 3- What responsibilities should the IIA Institutes’ and The IIA Global have regarding professional development?

– Should each Institute be responsible for ensuring that professional development solutions are available for their members?
– Should IIA Global find solutions to assist Institutes that may not be in a position to offer these services to their members?
– Do you support the idea of a Global Marketplace located on the Global Website where Institutes can buy, sell and trade amongst each other various forms of learning and development products?
– If not, are there other ways to provide professional development solutions to Institutes that may not have the resources to offer these on their own?
Question 4- Should the existence and uses for the Competency Framework be marketed to stakeholders, such as:

– Audit Committee members?
– C-Suite Executives?
– Universities teaching Internal Auditing?
– Recruiters of Internal Auditors?