



## **Request for Proposal**

### **The Role of Diversity, Equity, and Inclusion (DEI) in Audit Function Staffing**

**December 16, 2020**

Issued by:

Internal Audit Foundation  
1035 Greenwood Blvd., Suite 149  
Lake Mary, Florida 32746, USA

[www.theiaa.org/Foundation](http://www.theiaa.org/Foundation)

## 1. Introduction

The Internal Audit Foundation is seeking a researcher, author, or team of researchers to collaborate on the 2021 project, The Role of Diversity, Equality, and Inclusion (DEI) in Audit Function Staffing, and is soliciting proposals in response to this Request for Proposal (RFP).

## 2. Project Background and Description

DEI can be challenging to embed in an organization; however, learning what DEI is and the value it can bring to an organization is critical to the success of an effective and innovative current internal audit function. The timing of this project is relatively urgent given the current events and related disruption around the world. In 2021, The IIA will release a deliverable that will address the role of DEI in audit functions worldwide.

## 3. Project Scope and Deliverable

**The overall objectives of this project are:**

- Define DEI
- Articulate what it means to have a diverse, equal, and inclusive audit department
- Why it benefits the auditor work experience to have a diverse, equal, and inclusive group of auditors
  - Right thing to do
  - Compliance with various regulations
  - Amount and quality of assurance provided by audit teams
- Why it benefits audit work quality to have a diverse, equal, and inclusive group of auditors
- Why it benefits the organization/Board of Directors (BoD) to have a diverse, equal, and inclusive group of auditors
- The impact a diverse, equal, and inclusive audit function can have on society, taking into account the various impacts in different parts of the world

**The deliverable will include the following:**

- Benchmarking
  - Potentially include maturity model, survey data, etc.
- Example job descriptions
  - Clearly identify “must have” versus “nice to have”
  - Expectation of auditor leaders’ commitment to diversity
  - Legal aspects that must be considered
- Recruiting strategies for a diverse workforce
  - How to attract a diverse candidate pool
- Organizational policies
  - How to onboard and train a diverse workforce
  - Talent management
    - Impact to developing high potentials
  - Hiring, transition, and termination decisions
  - Legal aspects that must be considered
  - Code of Ethics considerations
  - DEI transparency between audit leaders and staff
    - Dashboards

- Regular communications
  - Discussion boards (i.e., Yammer)
- Implementation of DEI policies and procedures
  - Hiring practices
  - Auditor rotation programs, guest auditors for specific audit projects, enlisting subject matter experts (internal or external), and co-sourcing strategies
  - Discussion during team meetings, reporting DEI metrics to audit committee, benchmarking against other departments, highlighting DEI advisory work performed/carried out by the internal audit department
  - Functional diversity
    - Professional backgrounds
    - Certifications
    - Age, gender, ethnicity
    - Industry experience
    - Skills
  - Challenges/benefits of homogeneous/heterogeneous departments
- Self-assessment model for evaluating where an audit function stands with respect to DEI
- Diversity KPIs to monitor in an audit function
- How and why to promote DEI with management and staff
  - Events, signage, promotional materials, etc.
- QAIP impacts related to DEI in the audit organization

#### **4. Completion Date**

To be determined. See also paragraph 7. below for project timeline.

#### **5. Submission Guidelines and Requirements**

The following submission guidelines and requirements apply to this RFP:

First and foremost, only qualified individuals or firms with prior experience on projects such as this should submit proposals in response to this RFP.

Proposals should include a summary page and appendices as described below, and should be organized as follows:

- A. Proposal Summary Page
  - 1) Proposal title (specific to the proposal, not the same as the name of the topic)
  - 2) Proposal objective
  - 3) Primary author's name, contact information, and credentials
  - 4) Date the proposal is submitted
- B. Project Description and Approach
  - 1) Approach to the scope of work
  - 2) Description/role of team members
  - 3) Proposed annotated table of contents: this should include potential section/chapter titles along with two to three sentences describing each
  - 4) Projected timeline for completion
  - 5) Project budget

- C. Author(s)
  - 1) Brief description of qualifications and experience of each researcher
  - 2) A review of researcher’s previous works, if applicable (books, articles, etc.)
- D. Appendices
  - 1) Curriculum vitae (CV) for each researcher (three pages maximum)
  - 2) Previous author affiliation with The IIA or Internal Audit Foundation (previous research or educational products published, volunteer participation, chapter officer, etc.)
  - 3) References

**6. Evaluation Criteria**

The Foundation will evaluate proposals based on the following factors:

- Responsiveness to the requirements set forth in this RFP
- Current experience and knowledge of internal audit management
- Relevant past experience
- Samples of previous, relevant, and related work
- Project budget and schedule

The Foundation reserves the right to award the bidder that presents the best value to the Foundation and to the internal audit profession as determined solely by the Foundation in its absolute discretion.

**7. Project Timeline**

The proposal award and project timeline is as follows:

Request for Proposal Issuance	12/18/2020
Questions and Clarification Period	12/21 – 1/8/2021
Responses to RFP Due	1/29/2021
Selection of Top Bidders/Notification to Unsuccessful Bidders	2/12/2021
Notification of Award and Contracting	3/5/2021
Project Start	3/15/2021
Final Paper Submission	8/27/2021
Release Date	10/4/2021

## **8. Project Team and Budget Description**

Budget (provide itemized budget based on the funds that the proposer has allocated toward this project)

## **9. Key Contacts and Project Management**

Interested parties should submit proposals by no later than January 29, 2021 to:

Internal Audit Foundation  
Attn: Joy Bruno  
1035 Greenwood Blvd., Suite 149  
Lake Mary, Florida 32746 USA  
[Joy.bruno@theiia.org](mailto:Joy.bruno@theiia.org)  
[Foundation@theiia.org](mailto:Foundation@theiia.org)

To learn more about the Internal Audit Foundation, visit [www.theiia.org/Foundation](http://www.theiia.org/Foundation).