




# **Internal Auditor Competency Framework**

*July 2010*



COPYRIGHT  
© The Institute of Internal Auditors – Australia 2010  
All rights are reserved. No part of this work may be reproduced or copied in any form or by any means,  
electronic or mechanical, including photocopying, without the written permission of the publisher.

Published by The Institute of Internal Auditors – Australia

## About the framework

The competency framework was developed to answer a need in Australia for well trained internal auditors who understand the particular needs of organisations operating within the context of the Australian business environment and the Australian regulatory and legal framework, and to enable the internal audit activity to meet the demands of the future as expectations on the profession grow as part of best practice corporate governance.

It has been adapted from existing competency frameworks developed by IIA Global and IIA UK and Ireland and modified with feedback from Australian stakeholders. The completed framework will form the first stage in the development of this complete professional development solution for the Internal Audit profession in Australia. The competencies outline the critical behaviours required for effective performance as an internal auditor and provide the basis for a broad range of practices including recruitment and selection, reviewing performance, training and development, talent management and succession planning.

The competency framework is organised around four key focus areas:

Standards	Technical Skills	Interpersonal Skills	Knowledge Areas
The International Professional Practice Framework (IPPF)	Research and investigation Business process and project management Risk and control Data collection and analysis Problem solving tools and techniques Computer aided auditing techniques (CAATS)	Influence and communication Leadership and teamwork Change management Conflict resolution	Financial and Management Accounting Regulatory, Legal and Economics Quality and control Ethics and fraud Information technology Governance, Risk and Control

In the following pages, each competency area above is described in terms of the behaviours required to perform effectively across four different job levels. These levels are:

- New Internal Auditor
- Practising Internal Auditor
- Internal Audit Manager
- Chief Audit Executive

These job level titles are indicative only and should be interpreted to align with those used within your organisation.

# Using the Competency Framework for Internal Audit Capability Development

Capability development is an ongoing and iterative process. Development methods vary and it is valuable to incorporate a blend of development activities into a career/capability development plan. A range of development options could include:

- Challenging job-based experiences including inclusion in special projects or taskforces
- Formal training program
- Exposure to strategic agenda and senior staff within the organisation
- Use of senior mentors or coaches
- Self-development strategies such as personal reading, practice and reflection

No single development option will cover all dimensions of an internal audit career and it is very important that assessment of current competencies, skill gaps and strategies to develop performance are openly discussed and agreed between the manager and the internal auditor.

## Preparation for a Review

Set up a meeting between the internal auditor being reviewed and their manager or the reviewer. Plan well in advance to enable thorough preparation by both parties and be prepared to answer questions or clarify expectations as required.

Ensure you set aside ample time to discuss your individual ratings, agree on ratings and develop strategies for development together. It is better to set aside two hours and engage in valuable discussion than to rush through the review in a shorter time frame. If necessary it is better to split the meeting into a two, the first focused on assessment agreement and the second on development strategies that to push through to conclusion in a shorter meeting.

These conversations can be critical to the internal auditor's career. As such, you need to make every effort to keep the appointment as scheduled in order to demonstrate your commitment to the process and your level of investment in developing internal audit capabilities.

## Internal Auditor – Self-Assessment

- Prepare for this discussion by using the competency assessment worksheet at the back of this document to complete a self assessment – read the behaviours that describe how each attribute should be demonstrated in the workplace at each level. Record the level that best demonstrates your behaviours in the box marked 'Self Assessment' (see example)
- You may want to note specific examples where you have demonstrated the behaviours to support your self assessment
- Start thinking about the skill gaps that you have identified and jot down some development strategies that you feel will help you move along the continuum to the next level
- Share this with your manager/reviewer prior to the conversation or you may choose to simply take it along with you

## Manager/Reviewer – Manager Assessment

- Prepare for this discussion by using the competency assessment worksheet at the back of this document to assess the competencies of the internal auditor being reviewed. Use the behaviours described under each level to identify which level the internal auditor is operating at for each attribute. Record the level that best matches the described behaviours in the box marked 'Manager Assessment' (see example)
- You may want to note specific examples of observed behaviours to support your assessment
- Start thinking about the skill gaps that you have identified and jot down some development strategies that you feel will help move the internal auditor along the continuum to the next level
- Take your worksheet with you to the planned meeting

## The Review Meeting

- The purpose of the review meeting is to align expectations and to work together to build a career development plan
- During the review meeting, the manager/reviewer leads a discussion with the internal auditor on both the self assessment and the manager assessment.
- Broad discrepancies need to be explored with both parties bringing demonstrated or observed behaviours to the table and an agreed assessment is negotiated (see example)
- Once an agreed assessment is recorded, skill gaps need to be identified and strategies identified for career development (see example)
- The need for a follow-up meetings is identified and set as appropriate

### Worked Example

Using the competency framework, the behaviours that describe how each attribute should be demonstrated in the workplace at each level. Record the level that best matches the behaviours demonstrated in the appropriate box.

Internal Auditor: Joe Bloggs

Position: Internal Audit Manager

Manager/Reviewer: Mary Thompson

Self Assessment Date: 7 Aug '10

Manager Assessment Date: 9 Aug '10

Review Meeting Date: 13 Aug '10

Planned Follow Up Date: 18 Dec '10

Mary's assessment of Joe's demonstrated competency for this attribute

Assessment Key:			
New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
1	2	3	4
<b>1. The International Professional Practices Framework</b>			
<b>Key Competency Area</b>	<b>A. The standards</b>		
<b>Attribute</b>	<i>i. Applies the relevant portions of the International Professional Practices Framework to internal audit work</i>		
Self Assessment:	<b>3</b>	Manager Assessment:	<b>2</b>
Strategies for improvement:		Agreed Assessment:	
IIA Course on IPPF – to be completed by planned follow up date		<b>2</b>	

Joe's self-assessment of his demonstrated competency for this attribute

Agreed strategy to bring Joe's competency in this attribute up to that required for his position level

After discussion, the mutually agreed assessment of Joe's competency for this attribute



New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>1. The International Professional Practices Framework</b>			
<b>Key Competency Area</b>	<b>A. The standards</b>		
<b>Attribute</b>	<i>i. Applies the relevant portions of the International Professional Practices Framework to internal audit work</i>		
<ul style="list-style-type: none"> <li>• Is aware of the IPPF and its implications in conducting an internal audit</li> <li>• Under supervision, can follow a risk based approach covering planning, fieldwork, reporting and follow up</li> <li>• Is aware that the audit department is independent through its reporting line</li> <li>• Understands the need for audit assignments to be conducted with due professional care</li> </ul>	<ul style="list-style-type: none"> <li>• Can follow direction to conform with the IPPF to ensure that audit methodology follows a risk based approach covering planning, fieldwork, reporting and follow up</li> <li>• Demonstrates objectivity</li> <li>• Demonstrates due professional care in conducting audit assignments</li> </ul>	<ul style="list-style-type: none"> <li>• Conforms with and upholds the use of the IPPF standards to ensure that audit assignments are quality controlled; audit methodology follows a risk based approach covering planning, fieldwork, reporting and follow up</li> <li>• Ensures internal audit has access to all systems, processes and people</li> <li>• Exemplifies and monitors due professional care when conducting audit assignments</li> <li>• Ensures that scope of work is appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Assumes responsibility for upholding the use of the IPPF standards to ensure that audit assignments are quality controlled; audit methodology follows a risk based approach covering planning, fieldwork, reporting and follow up</li> <li>• Upholds or lobbies for the independence of the audit department through its reporting line</li> <li>• Ensures internal audit has access to all systems, processes and people</li> <li>• Exemplifies and monitors due professional care and selects appropriate staff when conducting audit assignments</li> <li>• Ensures that scope of work is appropriate</li> </ul>

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>2. Technical Skills</b>			
<b>Key Competency Area</b>	<b>A. Research and investigation</b>		
<b>Attribute</b>	<i>i. Selects and applies a range of appropriate operational and management tools and techniques</i>		
<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>Employs operational research modelling techniques to tackle problems</li> <li>Can identify when to apply optimisation techniques to business issues</li> </ul>	<ul style="list-style-type: none"> <li>Selects and uses appropriate operational research modelling techniques to tackle problems</li> <li>Employs, or knows when to employ optimisation techniques to business issues</li> <li>Can appraise or design an operational process</li> </ul>	<ul style="list-style-type: none"> <li>Compares, evaluates and selects appropriate operational research modelling techniques to tackle problems</li> <li>Can apply, or knows when to use optimisation techniques to business problems</li> <li>Can appraise or design an operational process</li> </ul>
<b>Attribute</b>	<i>ii. Applies methods for predicting and forecasting to support managerial decision-making about future actions</i>		
<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>Employs the relevant forecasting tools and applies them correctly within a specific engagement</li> <li>Identifies a need for a specific expert in the forecasting field</li> <li>Comprehends and interprets an expert's conclusions and validate their work</li> </ul>	<ul style="list-style-type: none"> <li>Evaluates and employs the relevant forecasting tools within a specific engagement</li> <li>Evaluates the need for a specific expert in the operational research field</li> <li>Selects and employs the appropriate expert</li> <li>Comprehends and interprets an expert's conclusions and validate their work</li> </ul>
<b>Key Competency Area</b>	<b>B. Business process and project management</b>		
<b>Attribute</b>	<i>i. Manages projects within the internal audit activity or organisation effectively</i>		
<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>With support from others can manage any project within the internal audit activity</li> <li>With support from others can manage any audit project within the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Prepares and manages any project within the internal audit activity</li> <li>Prepares and manages any audit project within the organisation</li> </ul>	<ul style="list-style-type: none"> <li>Proposes and evaluates any project within the internal audit activity</li> <li>Can manage and evaluate any audit project within the organisation</li> </ul>



New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>Attribute</b>	<i>ii. Selects and applies a range of appropriate business process analysis tools and techniques</i>		
<ul style="list-style-type: none"> <li>• Demonstrates a capacity to learn and apply new methods and skills</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies business processes and depicts and presents them using flowcharting techniques</li> <li>• Identifies tactics that can immediately apply to improve the business processes</li> <li>• Employs process analysis tools and reviews the work completed in them</li> <li>• Identifies and employs analysis techniques that quickly identify process gaps</li> <li>• Analyses the efficiency and effectiveness of business processes</li> </ul>	<ul style="list-style-type: none"> <li>• Identifies and prioritises business processes and depicts and presents them using flowcharting techniques</li> <li>• Proposes tactics that can be immediately applied to improve the business processes</li> <li>• Evaluates and employs process analysis tools and reviews the work completed in them</li> <li>• Evaluates and employs analysis techniques that quickly identify process gaps</li> <li>• Measures the efficiency and effectiveness of business processes</li> <li>• Assembles and leads a team in mapping, analysis and business process improvement</li> <li>• Identifies and analyses internal and external cross-functional process interfaces</li> </ul>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>
<b>Attribute</b>	<i>iii. Uses performance management techniques to monitor and evaluate operational and strategic performance</i>		
<ul style="list-style-type: none"> <li>• n/a</li> </ul>	<ul style="list-style-type: none"> <li>• n/a</li> </ul>	<ul style="list-style-type: none"> <li>• Measures whether the organisation's activities are meeting its mission, vision and strategic objectives</li> <li>• Applies performance management techniques to evaluate and report on the performance of the audit function</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluates whether the organisation's activities are meeting its vision, mission and strategic objectives</li> <li>• Selects and applies performance management techniques to evaluate and report on the performance of the audit function</li> </ul>
<b>Key Competency Area</b>	<b>C. Risk and control</b>		
<b>Attribute</b>	<i>i. Explains and applies risk theory and management, control design and control testing techniques. Applies risk management to internal audit activities. Assists the organisation's risk management activities, as appropriate</i>		
<ul style="list-style-type: none"> <li>• Explains the need to apply the ISO/ANZ standard or COSO ERM framework on risk management to internal audit activities</li> <li>• Understands the relationship between risks, controls and governance and how to apply these in internal audit activities</li> </ul>	<ul style="list-style-type: none"> <li>• Employs the ISO/ANZ standard or COSO ERM framework on risk management to internal audit activities</li> <li>• Explains risk management issues to managers and personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Employs and monitors the ISO/ANZ standard or COSO ERM framework on risk management to internal audit activities</li> <li>• Ensures internal audit activities are aligned with and enhance the organisation's enterprise risk management, as appropriate</li> <li>• Effectively explains risk management issues to managers and personnel</li> </ul>	<ul style="list-style-type: none"> <li>• Employs and monitors the ISO/ANZ standard or COSO ERM framework on risk management to internal audit activities</li> <li>• Ensures internal audit activities are aligned with and enhance the organisation's enterprise risk management, as appropriate</li> <li>• Effectively explains risk management issues to managers and personnel</li> </ul>

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>Attribute</b>	<i>ii. Applies an internationally accepted control framework to internal audit activities as appropriate</i>		
<ul style="list-style-type: none"> <li>Applies an internationally accepted control framework (eg. COSO or CoCo) to all auditing and consulting activities</li> </ul>	<ul style="list-style-type: none"> <li>Applies, manages and monitors the application of an internationally accepted control framework (eg. COSO or CoCo) to all auditing and consulting activities</li> </ul>	<ul style="list-style-type: none"> <li>Applies, manages and monitors the application of an internationally accepted control framework (eg. COSO and CoCo) to all auditing and consulting activities</li> </ul>	<ul style="list-style-type: none"> <li>Applies, manages and monitors the application of an internationally accepted control framework (eg. COSO and CoCo) to all auditing and consulting activities</li> </ul>
<b>Key Competency Area</b>	<b>D. Data collection and analysis</b>		
<b>Attribute</b>	<i>i. Applies appropriate data sampling and analysis technique</i>		
<ul style="list-style-type: none"> <li>Applies data sampling and analysis techniques to auditing activities</li> </ul>	<ul style="list-style-type: none"> <li>Employs Excel, queries, organisation's systems, or third party providers data extraction software</li> <li>Applies data sampling and analysis techniques to auditing activities, including where appropriate, statistical methodologies</li> <li>Uses benchmarking data adequately</li> </ul>	<ul style="list-style-type: none"> <li>Selects and employs Excel, queries, organisation systems or third party providers data extraction software</li> <li>Applies data sampling and analysis techniques to auditing activities, including where appropriate statistical methodologies</li> <li>Uses benchmarking data effectively</li> <li>Identifies the need for a specific expert in the data mining/analysis field and effectively manage the expert</li> </ul>	<ul style="list-style-type: none"> <li>Samples and analyses data for internal audit activities and manages these activities</li> <li>Draws organisational operational and strategic implications out of analysis results</li> <li>Conversant with, and able to challenge the use of, data collection and analysis methods employed</li> </ul>
<b>Attribute</b>	<i>ii. Can prepare for an interview, set the environment, and conduct the interview</i>		
<ul style="list-style-type: none"> <li>Prepares for an interview, sets the environment and conducts the interview with support from others</li> <li>Displays active listening skills</li> <li>Practices a range of questioning techniques</li> <li>Produces accurate written meeting notes</li> </ul>	<ul style="list-style-type: none"> <li>Independently prepares for an interview, set the environment and conducts the interview</li> <li>Displays active listening skills</li> <li>Asks relevant, pertinent and probing questions</li> <li>Produces accurate written meeting notes</li> <li>Use questionnaires and surveys as part of an audit engagement</li> </ul>	<ul style="list-style-type: none"> <li>Chairs a meeting with a range of organisational personnel (from operations through to executive), determining the agenda and issues to be discussed</li> <li>Asks relevant, pertinent and probing questions, and accurately writes up the contents of the meeting</li> <li>Designs and employs the use a questionnaire or survey as part of an audit engagement</li> </ul>	<ul style="list-style-type: none"> <li>Chairs a meeting with a range of organisational personnel (from operations through to director level), determining the agenda and issues to be discussed</li> <li>Asks relevant, pertinent and probing questions, and accurately writes up the contents of the meeting</li> </ul>
<b>Key Competency Area</b>	<b>E. Problem solving tools and techniques</b>		
<b>Attribute</b>	<i>i. Selects and applies a range of problem solving techniques</i>		
<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>Independently, for routine situations, can apply appropriate problem-solving techniques</li> <li>Independently selects the appropriate problem solving techniques</li> </ul>	<ul style="list-style-type: none"> <li>Independently, and in unique and complex situations, can apply appropriate problem-solving techniques</li> <li>Evaluates and selects the appropriate problem solving techniques</li> <li>Identifies the need for a specific expert / facilitator in the problem solving field</li> </ul>	<ul style="list-style-type: none"> <li>Independently, and in unique and complex situations, can apply appropriate problem-solving techniques</li> <li>Can independently select the appropriate problem solving techniques</li> <li>Evaluates the need for a specific expert / facilitator in the problem solving field</li> <li>Selects and appoints an expert/facilitator in the problem solving field</li> </ul>

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>Key Competency Area</b>	<b>F. Computer Aided Audit Techniques (CAATs)</b>		
<b>Attribute</b>	<i>i. Can recognise the need for CAATs and make the appropriate selection</i>		
<ul style="list-style-type: none"> <li>Effectively uses Microsoft office suite or equivalent (word processing, spreadsheet, presentation)</li> <li>Practices the use of CAATs in the audit process</li> <li>Has a basic level of competence in the use of automated working paper software, where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Employs CAATs in the audit process</li> <li>Effectively uses data extraction software</li> <li>Effectively uses automated working paper software</li> <li>Effectively uses statistical packages where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Formulates CAATs to support efficient delivery of internal audit projects</li> <li>Effectively uses data extraction software</li> <li>Effectively uses automated working paper software</li> <li>Effectively uses statistical packages where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Evaluates and employs an appropriate overall automation strategy to make the IA activity as effective and efficient as possible</li> <li>Effectively uses automated working paper software</li> <li>Effectively uses statistical packages where appropriate</li> </ul>

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>3. Interpersonal Skills</b>			
<b>Key Competency Area</b>	<b>A. Influence and communication</b>		
<b>Attribute</b>	<i>i. Develops and wields influence effectively</i>		
<ul style="list-style-type: none"> <li>• With support from others:               <ul style="list-style-type: none"> <li>- Identifies key decision makers and the people who influence them</li> <li>- Develops and presents persuasive arguments to address the concerns, wants, and needs of others</li> <li>- Gains trust of other parties</li> <li>- Balances diplomacy with assertiveness</li> <li>- Elicits and responds to objections</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• In routine situations:               <ul style="list-style-type: none"> <li>- Identifies key decision makers and the people who influence them</li> <li>- Develops and presents persuasive arguments to address the concerns, wants, and needs of others</li> <li>- Gains trust of other parties</li> <li>- Balances diplomacy with assertiveness</li> <li>- Elicits and responds to objections</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Acknowledges the organisation's politics and acts accordingly</li> <li>• Builds alliances and enlists third-party support and outside resources</li> <li>• Balances diplomacy with assertiveness</li> <li>• Fine-tunes presentations to appeal to the audience</li> <li>• Identifies key decision makers and the people who influence them</li> <li>• Independently, in routine situations can:               <ul style="list-style-type: none"> <li>- Anticipate reactions and objections and plans how to overcome them</li> <li>- Negotiate resistance effectively and win concessions without damaging relationships</li> <li>- Develop and present persuasive arguments to address the concerns, wants, and needs of others</li> <li>- Gain the trust of others</li> <li>- Elicit and respond to objections</li> <li>- Present a point of view in a way that enlists support</li> <li>- Discuss audit findings with most levels of the organisation confidently</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Uses complex strategies like indirect influence to build consensus and support</li> <li>• Builds and maintains networking with other Executive and Audit Committee members and quickly recreates circles of influence as turnover occurs</li> <li>• Acknowledges the organisation's politics and acts accordingly</li> <li>• Manoeuvres through complex political situations effectively</li> <li>• Builds alliances and enlists third-party support and outside resources</li> <li>• Balances diplomacy with assertiveness</li> <li>• Fine-tunes presentations to appeal to the audience</li> <li>• Identifies key decision makers and the people who influence them</li> <li>• Anticipates reactions and objections and plans how to overcome them</li> <li>• Negotiates resistance effectively and wins concessions without damaging relationships</li> <li>• Develops and presents persuasive arguments to address the concerns, wants, and needs of others</li> <li>• Quickly gains trust of others</li> <li>• Elicits and responds to objections</li> <li>• Presents a point of view in a way that enlists support</li> <li>• Discusses audit findings with all levels of the organisation independently and with confidence</li> </ul>

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>Attribute</b>	<i>ii. Communicates effectively, sending clear and convincing messages and listening actively</i>		
<ul style="list-style-type: none"> <li>• Listens actively</li> <li>• Seeks mutual understanding, and welcomes sharing of information fully</li> <li>• Fosters open communication and stays receptive to bad news as well as good</li> <li>• Communicates effectively and professionally in written communication including proper use of grammar and punctuation</li> </ul>	<ul style="list-style-type: none"> <li>• Deals with difficult issues in a straightforward manner</li> <li>• Listens actively</li> <li>• Seeks mutual understanding, and welcomes sharing of information fully</li> <li>• Fosters open communication and stays receptive to bad news as well as good</li> <li>• Utilises strong listening skills to formulate direct, responsive answers to questions</li> <li>• Communicates effectively and professionally in written communication including proper use of grammar and punctuation</li> </ul>	<ul style="list-style-type: none"> <li>• Communicates clearly with senior executives and board-level individuals independently in routine situations</li> <li>• Conveys clear, articulate messages to an audience</li> <li>• Deals with difficult issues in a straightforward manner</li> <li>• Listens actively</li> <li>• Seeks mutual understanding, and welcomes sharing of information fully</li> <li>• Fosters open communication and stays receptive to bad news as well as good</li> <li>• Tailors communication to the level of experience of the audience</li> <li>• Communicates at the opportune time</li> <li>• Provides all facts for accurate decision making</li> <li>• Utilises strong listening skills to formulate direct, responsive answers to questions</li> <li>• In oral communication, organises and expresses ideas clearly</li> <li>• Communicates effectively and professionally in written communication including proper use of grammar and punctuation</li> </ul>	<ul style="list-style-type: none"> <li>• Communicates clearly with senior executives and board-level individuals</li> <li>• Makes complex presentations and adapts to the audience to ensure full understanding</li> <li>• Conveys clear, articulate messages to an audience with confidence</li> <li>• Deals with difficult issues in a straightforward manner</li> <li>• Listens actively</li> <li>• Seeks mutual understanding, and welcomes sharing of information fully</li> <li>• Fosters open communication and stays receptive to bad news as well as good</li> <li>• Tailors communication to the level of experience of the audience</li> <li>• Use analogies, visuals, and other techniques to effectively communicate complex ideas</li> <li>• Communicates at the opportune time</li> <li>• Provides all facts for accurate decision making</li> <li>• Paraphrases dissenting opinions accurately</li> <li>• Utilises strong listening skills to formulate direct, responsive answers to questions</li> <li>• In oral communication, organises and expresses ideas clearly</li> <li>• Communicates effectively and professionally in written communication including proper use of grammar and punctuation</li> </ul>

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>Key Competency Area</b>			
<i>B. Leadership and teamwork</i>			
<b>Attribute</b>			
<i>i. Implements organisational policies and procedures effectively</i>			
<ul style="list-style-type: none"> <li>Explains the organisation's key policies, practices, and procedures</li> <li>Follows the organisation's policies, practices and procedures with support from others</li> </ul>	<ul style="list-style-type: none"> <li>Explains the organisation's key policies, practices, and procedures</li> <li>Ensures the organisation's policies, practices and procedures are followed</li> </ul>	<ul style="list-style-type: none"> <li>Independently instruct others on the organisation's key policies, practices, and procedures</li> <li>Upholds the organisation's policies and ensures practices and procedures are followed accordingly</li> </ul>	<ul style="list-style-type: none"> <li>Independently instruct others on the organisation's key policies, practices, and procedures</li> <li>Upholds the organisation's policies and ensures practices and procedures are followed accordingly</li> <li>Uses market, product, and industry knowledge to identify new internal audit opportunities</li> </ul>
<b>Attribute</b>			
<i>ii. Uses effective recruitment, selection and staff retention policies</i>			
<ul style="list-style-type: none"> <li>Provides proactive input in self-development needs</li> </ul>	<ul style="list-style-type: none"> <li>Provides proactive input in self-development needs</li> <li>Manages, values and promotes diversity</li> </ul>	<ul style="list-style-type: none"> <li>Monitors staff workload and shows appreciation for extra effort</li> <li>Is sensitive to staff problems, desires, concerns and questions</li> <li>Provides proactive input in the development needs of self and others</li> <li>Manages, values and promotes diversity</li> <li>Develops and manages development plans for team members</li> </ul>	<ul style="list-style-type: none"> <li>Establishes selection systems that consistently result in superior performers being hired</li> <li>Uses a variety of assessment tools and tests to assess a candidate's capability and competence</li> <li>Maintains a fully developed and regularly updated succession planning strategy</li> <li>Monitors staff workload and shows appreciation for extra effort</li> <li>Is sensitive to staff problems, desires, concerns and questions</li> <li>Provides proactive input in the development needs of self and others</li> <li>Manages, values and promotes diversity</li> <li>Develops and manages development plans for team</li> </ul>

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>Attribute</b>	<i>iii. Effectively plans, sets priorities and manages the performance of others</i>		
<ul style="list-style-type: none"> <li>• Responds well to feedback and seeks to improve performance where required</li> <li>• Works to full capacity on tasks delegated by the team leader</li> <li>• Demonstrates efficiency and persistence – manages own time and ensures that deadlines, actions and objectives are fully achieved even when faced with problems, challenges and pressure</li> </ul>	<ul style="list-style-type: none"> <li>• Responds well to feedback and seeks to improve performance where required</li> <li>• Works to full capacity on tasks delegated by the team leader</li> <li>• Demonstrates efficiency and persistence – manages own time and ensures that deadlines, actions and objectives are fully achieved even when faced with problems, challenges and pressure</li> </ul>	<ul style="list-style-type: none"> <li>• Clearly defines, communicates and reviews the roles and performance expectations of the team and manages an individual's performance against established goals, delegates appropriately and provides open, direct and honest feedback, gives praise and encouragement, recognises and rewards individual and team performance</li> <li>• Acts as a role model – models high performance for team and individuals</li> <li>• Coaches others to enhance their strengths, address improvement areas, and achieve their desired career path, encourages self development within the team and provides opportunities where possible for developing capabilities</li> <li>• Demonstrates efficiency and persistence – manages own time and ensures that deadlines, actions and objectives are fully achieved even when faced with problems, challenges and pressure</li> <li>• Takes personal accountability for results delivered in area of responsibility, drives own and team results, always strives for excellence and encourages others to do the same</li> </ul>	<ul style="list-style-type: none"> <li>• Sets clear performance standards, delegates decision making and other responsibilities accordingly, and provides constructive, timely and honest performance related feedback to help others achieve their goals</li> <li>• Clearly articulates the business goals, direction and objectives and links these to organisational strategy, and demonstrates personal commitment to these</li> <li>• Acts as a role model – models high performance for team and individuals</li> <li>• Demonstrates efficiency and persistence – manages own time and ensures that deadlines, actions and objectives are fully achieved even when faced with problems, challenges and pressure</li> <li>• Takes personal accountability for results delivered in area of responsibility, drives own and team results, always strives for excellence and encourages others to do the same</li> </ul>
<b>Attribute</b>	<i>iv. Inspires and guides to build commitment to the team and the organisation</i>		
<ul style="list-style-type: none"> <li>• Actively participates as a team member and works with others to foster team spirit</li> </ul>	<ul style="list-style-type: none"> <li>• Actively participates as a team member and works with others to foster team spirit</li> <li>• Displays personal leadership – acts as a role model</li> </ul>	<ul style="list-style-type: none"> <li>• Acts as a role model – inspires and motivates others and adapts leadership style, responding to the needs of others</li> <li>• Leads the team, encourages people to work together, fosters team spirit and builds the commitment of those involved in the team/project to achieve results</li> </ul>	<ul style="list-style-type: none"> <li>• Projects a strong sense of credibility and presence, makes an impact on others and gains their attention and respect, leads through influence, personal conviction and sensitivity rather than position</li> </ul>

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>Attribute</b>	<i>v. Builds relationships and works with others towards shared goals</i>		
<ul style="list-style-type: none"> <li>• Works cooperatively to achieve agreed goals within agreed timeframes</li> <li>• Communicates verbally and in writing in a clear, professional and effective manner, with honesty and respect</li> <li>• Listens, understands and empathises with others, is sensitive to people's needs</li> <li>• Extracts important information in all written and verbal communication and readily shares information with team members</li> </ul>	<ul style="list-style-type: none"> <li>• Puts people at ease and builds open, constructive relationships with managers, peers and customers</li> <li>• Works cooperatively to achieve agreed goals within agreed timeframes</li> <li>• Communicates verbally and in writing in a clear, professional and effective manner, with honesty and respect</li> <li>• Listens, understands and empathises with others, is sensitive to people's needs</li> <li>• Extracts important information in all written and verbal communication and readily shares information with team members</li> </ul>	<ul style="list-style-type: none"> <li>• Builds effective partnerships with key internal and external customers to achieve results</li> <li>• Actively listens, confirms understanding and responds to the needs of others</li> <li>• Effectively manages upward, lateral, downward and remote relationships to get things done</li> <li>• Negotiates with others to resolve difficult workplace or functional issues so that outcomes are supported and accepted</li> </ul>	<ul style="list-style-type: none"> <li>• Develops highly effective strategic alliances and works collaboratively within and outside the organisation to establish and meet agreed goals and objectives</li> <li>• Communicates through actions and by example – acts as a role model</li> <li>• Creates opportunities and events that help people build relationships with each other</li> <li>• Compliments and affirms others</li> <li>• Builds relationships by sharing personal experiences and perspectives</li> <li>• Shares information to keep others in the loop</li> <li>• Recognises and accounts for the impact of own interpersonal style on others when communicating and building relationships and uses appropriate strategies for influencing to match changing situations</li> </ul>
<b>Attribute</b>	<i>vi. Operates effectively through proactive collaboration</i>		
<ul style="list-style-type: none"> <li>• Recognises own limitations and seeks advice and support where required</li> <li>• Admits own mistakes and takes responsibility for own actions</li> <li>• Respects confidentiality</li> </ul>	<ul style="list-style-type: none"> <li>• Recognises own limitations and seeks advice and support where required</li> <li>• Admits own mistakes and takes responsibility for own actions</li> <li>• Respects confidentiality</li> <li>• Builds collaboration between departments and other groups</li> </ul>	<ul style="list-style-type: none"> <li>• Shares plans, information and resources</li> <li>• Promotes a professional, safe and cooperative climate</li> <li>• Nurtures opportunities for collaboration</li> <li>• Builds collaboration between departments and other groups</li> <li>• Recognises own limitations and seeks advice and support where required</li> <li>• Admits own mistakes and takes responsibility for own actions</li> <li>• Respects confidentiality</li> </ul>	<ul style="list-style-type: none"> <li>• Shares plans, information and resources</li> <li>• Promotes a professional, safe and cooperative climate</li> <li>• Nurtures opportunities for collaboration</li> <li>• Builds collaboration between departments and other groups</li> <li>• Recognises own limitations and seeks advice and support where required</li> <li>• Admits own mistakes and takes responsibility for own actions</li> <li>• Respects confidentiality</li> </ul>



New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>Attribute</b>	<i>vii. Creates group synergy in pursuing collective goals</i>		
<ul style="list-style-type: none"> <li>• Fulfils commitment to other team members</li> <li>• Participates in maintaining a good spirit within the team</li> <li>• Cooperates with other team members</li> <li>• Shares ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Fulfils commitment to other team members</li> <li>• Participates in maintaining a good spirit within the team</li> <li>• Cooperates with other team members</li> <li>• Works to remove organisational barriers and identifies resources to assist the team</li> <li>• Shares ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Models team qualities of respect, helpfulness and cooperation</li> <li>• Draws all team members into active and enthusiastic participation</li> <li>• Encourages others to work as a team and provides others with feedback to help them be better team members</li> <li>• Champions the team within the organisation</li> <li>• Works to remove organisational barriers and identifies resources to assist the team</li> <li>• Shares ideas</li> </ul>	<ul style="list-style-type: none"> <li>• Models team qualities of respect, helpfulness and cooperation</li> <li>• Draws all team members into active and enthusiastic participation</li> <li>• Champions the team within the organisation</li> <li>• Provides guidance when the team is off track on an assignment</li> <li>• Works to remove organisational barriers and identifies resources to assist the team</li> <li>• Shares ideas</li> </ul>
<b>Key Competency Area</b>	<b><i>C. Change management</i></b>		
<b>Attribute</b>	<i>i. Embraces change and innovation</i>		
<ul style="list-style-type: none"> <li>• Understands own reactions to change and demonstrates empathy and support towards others</li> <li>• Views change positively and is open to and accepting of change</li> <li>• Maintains performance and personal effectiveness in changing and ambiguous environments</li> <li>• Demonstrates flexibility and adaptability of approach to different situations</li> <li>• Accommodates new priorities and readily implements directed changes in area of work</li> </ul>	<ul style="list-style-type: none"> <li>• Understands own reactions to change and demonstrates empathy and support towards others</li> <li>• Views change positively and is open to and accepting of change</li> <li>• Maintains performance and personal effectiveness in changing and ambiguous environments</li> <li>• Demonstrates flexibility and adaptability of approach to different situations</li> <li>• Accommodates new priorities and readily implements directed changes in area of work</li> <li>• Actively looks for ways to improve current processes or systems and contributes ideas for change and process improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Recognises and understands different reactions to change and is able to adapt own style to support others</li> <li>• Effectively implements directed changes across the team</li> <li>• Readily adjusts team priorities to new and changing priorities</li> <li>• Actively looks for ways to improve processes and systems across areas of responsibility and substantiates improvement suggestions with logical argument</li> </ul>	<ul style="list-style-type: none"> <li>• Champions change and enlists others in its pursuit</li> <li>• Can develop a change strategy including timeline and milestones</li> <li>• Models the change expected of others</li> <li>• Accurately assesses the potential barriers and resources for change initiatives</li> <li>• Provides resources, remove barriers, and acts as an advocate for those initiating change</li> <li>• Maintains work efficiency and responds positively to a changing environment</li> <li>• Monitors the efficacy of the strategy/tactics and makes adjustments where required</li> <li>• Provides direction and focus during the change process</li> <li>• Supports new ideas, systems and procedures</li> <li>• Responds quickly to changing situations by coming up with creative ideas</li> <li>• Supports the need for change</li> <li>• Takes steps to understand the reasons for change in environment and tasks</li> <li>• Can operate in ambiguous environments</li> <li>• Capable of managing stress effectively</li> </ul>

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>Key Competency Area</b>	<i>D. Conflict resolution</i>		
<b>Attribute</b>	<i>i. Effectively manages conflict by negotiating and resolving disagreements</i>		
<ul style="list-style-type: none"> <li>• Paraphrases dissenting opinions accurately</li> <li>• Listens well</li> </ul>	<ul style="list-style-type: none"> <li>• Can address disagreement, conflicts, or upsets in ways that build relationships</li> <li>• Paraphrases dissenting opinions accurately</li> <li>• Listens well</li> </ul>	<ul style="list-style-type: none"> <li>• Displays clear leadership in a crisis</li> <li>• Spots potential conflict and brings disagreements into the open</li> <li>• Orchestrates win-win solutions, finds common ground and minimises disruption</li> <li>• Handles difficult people with tact and diplomacy</li> <li>• Addresses disagreements, conflict and upsets in ways that build relationships</li> <li>• Encourages debate and open discussion</li> <li>• Listens well</li> </ul>	<ul style="list-style-type: none"> <li>• Displays clear leadership in a crisis</li> <li>• Spots potential conflict and brings disagreements into the open</li> <li>• Orchestrates win-win solutions, finds common ground and minimises disruption</li> <li>• Handles difficult people with tact and diplomacy</li> <li>• Addresses disagreements, conflict and upsets in ways that build relationships</li> <li>• Encourages debate and open discussion</li> <li>• Listens well</li> </ul>

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>4. Knowledge</b>			
<b>Key Competency Area</b>	<b>A. Financial and management accounting</b>		
<b>Attribute</b>	<i>i. Applies an understanding of the technical aspects of finance and accounting appropriate to their own or clients' organisation when communicating with others</i>		
<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>Is familiar with the structure and relationship of financial statements including statement of financial position (balance sheet), statement of comprehensive income (profit and loss), statement of cash flow, and statement of changes in equity</li> <li>Is familiar with the accounting cycle and its typical functions, common accounting entries, relationship with financial statements and critical accounting records, including revenue, expenditure, payroll, conversion, and treasury</li> <li>Is familiar with sector specific financial reporting and management issues such as the treatment of government appropriations, grants, and forward estimates</li> <li>Can understand financial statements and calculate common financial ratios</li> <li>Understands how cost of capital is calculated</li> <li>Is familiar with the difference between equity and debt</li> <li>Is familiar with the business development life cycle</li> </ul>	<ul style="list-style-type: none"> <li>Can explain the structure and relationship of financial statements including statement of financial position (balance sheet), statement of comprehensive income (profit and loss), statement of cash flow, and statement of changes in equity</li> <li>Can explain the accounting cycle and its typical functions, common accounting entries, relationship with financial statements and critical accounting records, including revenue, expenditure, payroll, conversion, and treasury</li> <li>Can explain sector specific financial reporting and management issues such as the treatment of government appropriations, grants, and forward estimates</li> <li>Can independently analyse financial statements and calculate common financial ratios</li> <li>Can calculate the cost of capital</li> <li>Can explain the difference between equity and debt capital</li> <li>Can explain the business development life cycle</li> </ul>	<ul style="list-style-type: none"> <li>Can analyse and assess management accounts for alignment to critical success factors such as: Are the measures the rights measures? Do the measures drive the right behaviours? Do they drive unintended behaviours? Are they complete and accurate? How do they feed into the statutory accounts and financial reporting process</li> <li>Can independently analyse financial statements and calculate financial ratios such as return on equity, earnings per share, price/earnings ratio, capitalisation rate, debt coverage ratios and can explain the interaction between ratios</li> <li>Can calculate the cost of capital</li> <li>Can explain the difference between equity and debt capital</li> <li>Can understand the terminology and accounting treatment of financial instruments</li> <li>Can apply and assess the suitability of various valuation models including inventory valuation and business valuation</li> <li>Can explain the business development life cycle</li> <li>Assesses the need to source expertise and brings it in when appropriate</li> </ul>
<b>Attribute</b>	<i>ii. Applies an understanding of management accounting appropriate to their own or clients' organisation when communicating with others</i>		
<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates an understanding of cost concepts and cost systems (including absorption costing, variable costing, full costing, marginal costing and activity based costing)</li> </ul>	<ul style="list-style-type: none"> <li>Is able to apply cost concepts and cost systems (including absorption costing, variable costing, full costing, marginal costing and activity based costing)</li> <li>Can understand capital and operational budgeting, as well as transfer pricing (if appropriate) and relevant cost, and assess if the results are being skewed</li> </ul>	<ul style="list-style-type: none"> <li>Is able to apply cost concepts and cost systems (including absorption costing, variable costing, full costing, marginal costing and activity based costing)</li> <li>Can understand capital and operational budgeting, as well as transfer pricing (if appropriate) and relevant cost, and assess if the results are being skewed</li> </ul>

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>Key Competency Area</b>	<b>B. Regulatory, legal and economics</b>		
<b>Attribute</b>	<i>i. Applies an understanding of the regulatory and legal framework within which their own or clients' organisation operates</i>		
<ul style="list-style-type: none"> <li>• Demonstrates an understanding of the nature and laws of legal evidence</li> </ul>	<ul style="list-style-type: none"> <li>• Demonstrates an understanding of the impact of legislation and regulation, including trade legislation and regulations, labour laws, copyright, privacy and cyber laws, civil and penal laws, taxation schemes, contract law, and the nature and laws of legal evidence where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>• Independently, and in routine situations, takes into account the impact of legislation and regulation, including trade legislation and regulations, labour laws, copyright, privacy and cyber laws, civil and penal laws, taxation schemes, contract law, and the nature and laws of legal evidence</li> </ul>	<ul style="list-style-type: none"> <li>• Independently, and in complex and unique situations, takes into account the impact of legislation and regulation, including trade legislation and regulations, labour laws, copyright, privacy and cyber laws, civil and penal laws, taxation schemes, contract law, and the nature and laws of legal evidence</li> </ul>
<b>Attribute</b>	<i>ii. Applies an understanding of macro and microeconomics appropriate to the organisation when communicating with others</i>		
<ul style="list-style-type: none"> <li>• n/a</li> </ul>	<ul style="list-style-type: none"> <li>• Is aware of the impact of basic macro and microeconomic factors and their impact on the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Is aware of and takes into account the impact of macroeconomic factors including: <ul style="list-style-type: none"> <li>- the state of the economy</li> <li>- the economic environment within which business and financial decisions are made</li> <li>- financial markets</li> <li>- government policies</li> <li>- national income, employment, investment, interest rates, the supply of money, inflation, exchange rates</li> <li>- the formulation and operation of stabilisation policies</li> </ul> </li> <li>• Is aware of and takes into account the impact of microeconomic factors including: <ul style="list-style-type: none"> <li>- market mechanisms that establish relative prices among goods and services</li> <li>- allocation of limited resources among many alternative uses</li> <li>- market failure</li> <li>- elasticity of products within the market system</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Is aware of and takes into account the impact of macroeconomic factors including: <ul style="list-style-type: none"> <li>- the state of the economy</li> <li>- the economic environment within which business and financial decisions are made,</li> <li>- financial markets</li> <li>- government policies</li> <li>- national income, employment, investment, interest rates, the supply of money, inflation, exchange rates</li> <li>- the formulation and operation of stabilisation policies</li> </ul> </li> <li>• Is aware of and takes into account the impact of microeconomic factors including: <ul style="list-style-type: none"> <li>- market mechanisms that establish relative prices among goods and services</li> <li>- allocation of limited resources among many alternative uses</li> <li>- market failure</li> <li>- elasticity of products within the market system</li> </ul> </li> </ul>

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>Key Competency Area</b>	<b>C. Quality and control</b>		
<b>Attribute</b>	<i>i. Applies a range of appropriate quality models and frameworks</i>		
<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates a basic knowledge of quality frameworks including relevant ISO Standards, Six Sigma and TQM</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates sound working knowledge of quality frameworks including relevant ISO Standards, Six Sigma and TQM as appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates sound working knowledge of quality frameworks including relevant ISO Standards, Six Sigma and TQM as appropriate and can apply the concepts to the area being reviewed</li> </ul>
<b>Key Competency Area</b>	<b>D. Ethics and fraud</b>		
<b>Attribute</b>	<i>i. Demonstrates an understanding of the principles and ethics of integrity</i>		
<ul style="list-style-type: none"> <li>Demonstrates the IIA's code of ethics is applied in every audit assignment so that information is kept confidential, audit work is only undertaken where the auditor is competent to do so, conflicts of interest are disclosed, and the auditor acts objectively in all situations</li> <li>Demonstrates that when ethical conflicts do occur they are discussed with the Chief Audit Executive</li> <li>Applies ethical principles and values to the activities being audited within the organisation</li> <li>Acts with due sensitivity where ethical principles are being abused</li> </ul>	<ul style="list-style-type: none"> <li>Upholds the IIA's code of ethics in every audit assignment so that information is kept confidential, audit work is only undertaken where the auditor is competent to do so, conflicts of interest are disclosed, and the auditor acts objectively in all situations</li> <li>Demonstrates that where ethical conflicts do occur they are discussed with the Chief Audit Executive</li> <li>Applies ethical principles and values to the activities being audited within the organisation</li> <li>Acts with due sensitivity where ethical principles are being abused</li> </ul>	<ul style="list-style-type: none"> <li>Upholds the IIA's code of ethics in every audit assignment so that information is kept confidential, audit work is only undertaken where the auditor is competent to do so, conflicts of interest are disclosed, and the auditor acts objectively in all situations</li> <li>Demonstrates that where ethical conflicts do occur they are discussed with the Chief Audit Executive</li> <li>Applies ethical principles and values to the activities being audited within the organisation</li> <li>Acts with due sensitivity where ethical principles are being abused</li> </ul>	<ul style="list-style-type: none"> <li>Upholds and monitors the use of the IIA's code of ethics in every audit assignment so that information is kept confidential, audit work is only undertaken where the auditor is competent to do so, conflicts of interest are disclosed, and the auditor acts objectively in all situations</li> <li>Exemplifies and ensures that where ethical conflicts do occur they are discussed with the Audit Committee Chair or the Chief Executive Officer as appropriate</li> <li>Exemplifies the use of ethical principles and values to the activities being audited within the organisation</li> <li>Acts with due sensitivity where ethical principles are being abused</li> </ul>
<b>Attribute</b>	<i>ii. Identifies the risk of fraud occurring and the appropriate means for detection, investigation and prevention</i>		
<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>Can explain the definition and application of fraud concepts</li> <li>Can explain detection methods such as red flags and the fraud triangle</li> <li>Is familiar with the Australian Standards- AS 8001 Fraud and Corruption</li> <li>Under supervision, can develop an effective fraud prevention strategy based on AS 8001</li> </ul>	<ul style="list-style-type: none"> <li>Understands the definition and application of fraud concepts and applies them to business systems such as procurement, sales, accounting, payroll, fixed assets and organisational knowledge</li> <li>Apply detection methods including red flags and the fraud triangle</li> <li>Complies with the Australian Standards- AS 8001 Fraud and Corruption</li> <li>Can develop and apply an effective fraud prevention strategy based on AS 8001</li> </ul>	<ul style="list-style-type: none"> <li>Understands the definition and application of fraud concepts and applies them to the organisation as a whole</li> <li>Ensures detection methods including red flags and the fraud triangle are included in the audit program</li> <li>Complies with and upholds the Australian Standards- AS 8001 Fraud and Corruption</li> <li>Can develop and apply an effective fraud education and prevention strategy based on AS 8001</li> </ul>

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
<b>Key Competency Area</b>	<b>E. Information Technology</b>		
<b>Attribute</b>	<i>i. Applies an understanding of IT risk, control and security appropriate to own or clients' organisation when communicating with others</i>		
<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>Understands how IT facilitates the delivery of organisational objectives</li> <li>Understands the concepts and strategies underpinning IT governance</li> <li>Understands the boundaries imposed on information technology by law</li> <li>Understands the key risks involved in the arrangements for and support of IT services and how these can be managed</li> <li>Understands the major security-related risks that occur in the delivery of IT services and how these can be reduced</li> <li>Understands how IT affects each area under review</li> </ul>	<ul style="list-style-type: none"> <li>Understands the Information Systems (IS) roles and responsibilities</li> <li>Understands the IS environment and organisational controls</li> <li>Understands the nature of IS service delivery and service management</li> <li>Understands the nature of IS project management</li> <li>Understands the concepts behind database management systems, networking and telecommunications systems, and business continuity planning</li> <li>Keeps abreast of new technologies and emerging issues</li> <li>Assesses the need to source expertise and brings it in when appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Understands how IT facilitates the delivery of organisational objectives</li> <li>Understands the concepts and strategies underpinning IT governance</li> <li>Understands the boundaries imposed on information technology by law</li> <li>Understands the key risks involved in the arrangements for and support of IT services and how these can be managed</li> <li>Understands the major security-related risks that occur in the delivery of IT services and how these can be reduced</li> <li>Assesses the need to source expertise and brings it in when appropriate</li> </ul>
<b>Key Competency Area</b>	<b>F. Governance, risk and control</b>		
<b>Attribute</b>	<i>i. Applies an understanding of risk management, control and governance through the delivery of assurance</i>		
<ul style="list-style-type: none"> <li>n/a</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates a basic competence in undertaking an assurance audit and can contribute to an audit opinion on the risk exposures highlighted</li> </ul>	<ul style="list-style-type: none"> <li>Undertakes an assurance audit and provides an audit opinion on the risk exposures highlighted</li> <li>Discusses levels of assurance with senior management and confirms the level of assurance that particular audit work attracts</li> <li>Provides input to the annual assurance statement or statement on internal control signed by senior management</li> </ul>	<ul style="list-style-type: none"> <li>Undertakes an assurance audit and provide an audit opinion on the risk exposures highlighted</li> <li>Provides input to the annual assurance statement or statement on internal control signed by senior management</li> </ul>

# Competency Assessment Worksheet

Internal Auditor: \_\_\_\_\_

Position: \_\_\_\_\_

Manager/Reviewer: \_\_\_\_\_

Self Assessment Date: \_\_\_\_\_

Manager Assessment Date: \_\_\_\_\_

Review Meeting Date: \_\_\_\_\_

Planned Follow Up Date: \_\_\_\_\_

Assessment Key:				
New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE	
1	2	3	4	
<b>1. The International Professional Practices Framework</b>				
<b>Key Competency Area</b>	<b>A. The standards</b>			
<b>Attribute</b>	<i>i. Applies the relevant portions of the International Professional Practices Framework to internal audit work</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Strategies for improvement:</b>				

**Assessment Key:**

<b>New Internal Auditor</b>	<b>Practising Internal Auditor</b>	<b>Internal Audit Manager</b>	<b>CAE</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

**2. Technical Skills**

<b>Key Competency Area</b>	<b>A. Research and investigation</b>			
<b>Attribute</b>	<i>i. Selects and applies a range of appropriate operational and management tools and techniques</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Attribute</b>	<i>ii. Applies methods for predicting and forecasting to support managerial decision-making about future actions</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Strategies for improvement:</b>				
<b>Key Competency Area</b>	<b>B. Business process and project management</b>			
<b>Attribute</b>	<i>i. Manages projects within the internal audit activity or organisation effectively</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Attribute</b>	<i>ii. Selects and applies a range of appropriate business process analysis tools and techniques</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Attribute</b>	<i>iii. Uses performance management techniques to monitor and evaluate operational and strategic performance</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Strategies for improvement:</b>				



**Assessment Key:**

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
1	2	3	4

<b>Key Competency Area</b>	<b>C. Risk and control</b>			
<b>Attribute</b>	<i>i. Explains and applies risk theory and management, control design and control testing techniques. Applies risk management to internal audit activities. Assists the organisation's risk management activities, as appropriate</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Attribute</b>	<i>ii. Applies an internationally accepted control framework to internal audit activities as appropriate</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Strategies for improvement:</b>				

<b>Key Competency Area</b>	<b>D. Data collection and analysis</b>			
<b>Attribute</b>	<i>i. Applies appropriate data sampling and analysis technique</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Attribute</b>	<i>ii. Can prepare for an interview, set the environment, and conduct the interview</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Strategies for improvement:</b>				

**Assessment Key:**

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
1	2	3	4

<b>Key Competency Area</b>	<i>E. Problem solving tools and techniques</i>			
<b>Attribute</b>	<i>i. Selects and applies a range of problem solving techniques</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Strategies for improvement:</b>				

<b>Key Competency Area</b>	<i>F. Computer Aided Audit Techniques (CAATs)</i>			
<b>Attribute</b>	<i>i. Can recognise the need for CAATs and make the appropriate selection</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Strategies for improvement:</b>				

**Assessment Key:**

<b>New Internal Auditor</b>	<b>Practising Internal Auditor</b>	<b>Internal Audit Manager</b>	<b>CAE</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

**3. Interpersonal Skills**

<b>Key Competency Area</b>	<b>A. Influence and communication</b>			
<b>Attribute</b>	<i>i. Develops and wields influence effectively</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Attribute</b>	<i>ii. Communicates effectively, sending clear and convincing messages and listening actively</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Strategies for improvement:</b>				
<b>Key Competency Area</b>	<b>B. Leadership and teamwork</b>			
<b>Attribute</b>	<i>i. Implements organisational policies and procedures effectively</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Attribute</b>	<i>ii. Uses effective recruitment, selection and staff retention policies</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Attribute</b>	<i>iii. Effectively plans, sets priorities and manages the performance of others</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Attribute</b>	<i>iv. Inspires and guides to build commitment to the team and the organisation</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Attribute</b>	<i>v. Builds relationships and works with others towards shared goals</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:
<b>Attribute</b>	<i>vi. Operates effectively through proactive collaboration</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:

**Assessment Key:**

New Internal Auditor	Practising Internal Auditor	Internal Audit Manager	CAE
1	2	3	4

<b>Attribute</b>	<i>vii. Creates group synergy in pursuing collective goals</i>			
Self Assessment:		Manager Assessment:		Agreed Assessment:

**Strategies for improvement:**

<b>Key Competency Area</b>	<b><i>C. Change management</i></b>			
----------------------------	------------------------------------	--	--	--

<b>Attribute</b>	<i>i. Embraces change and innovation</i>			
------------------	--	--	--	--

Self Assessment:		Manager Assessment:		Agreed Assessment:
------------------	--	---------------------	--	--------------------

**Strategies for improvement:**

<b>Key Competency Area</b>	<b><i>D. Conflict resolution</i></b>			
----------------------------	--------------------------------------	--	--	--

<b>Attribute</b>	<i>i. Effectively manages conflict by negotiating and resolving disagreements</i>			
------------------	---	--	--	--

Self Assessment:		Manager Assessment:		Agreed Assessment:
------------------	--	---------------------	--	--------------------

**Strategies for improvement:**

**Assessment Key:**

<b>New Internal Auditor</b>	<b>Practising Internal Auditor</b>	<b>Internal Audit Manager</b>	<b>CAE</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

**4. Knowledge**

<b>Key Competency Area</b>	<b>A. Financial and management accounting</b>		
----------------------------	---	--	--

<b>Attribute</b>	<i>i. Applies an understanding of the technical aspects of finance and accounting appropriate to their own or clients' organisation when communicating with others</i>		
------------------	--	--	--

Self Assessment:		Manager Assessment:		Agreed Assessment:	
------------------	--	---------------------	--	--------------------	--

<b>Attribute</b>	<i>ii. Applies an understanding of management accounting appropriate to their own or clients' organisation when communicating with others</i>		
------------------	---	--	--

Self Assessment:		Manager Assessment:		Agreed Assessment:	
------------------	--	---------------------	--	--------------------	--

**Strategies for improvement:**

<b>Key Competency Area</b>	<b>B. Regulatory, legal and economics</b>		
----------------------------	---	--	--

<b>Attribute</b>	<i>i. Applies an understanding of the regulatory and legal framework within which their own or clients' organisation operates</i>		
------------------	---	--	--

Self Assessment:		Manager Assessment:		Agreed Assessment:	
------------------	--	---------------------	--	--------------------	--

<b>Attribute</b>	<i>ii. Applies an understanding of macro and microeconomics appropriate to the organisation when communicating with others</i>		
------------------	--	--	--

Self Assessment:		Manager Assessment:		Agreed Assessment:	
------------------	--	---------------------	--	--------------------	--

**Strategies for improvement:**

Assessment Key:					
New Internal Auditor		Practising Internal Auditor		Internal Audit Manager	
1		2		3	
				CAE	
				4	
<b>Key Competency Area</b>		<b>C. Quality and control</b>			
<b>Attribute</b>		<i>i. Applies a range of appropriate quality models and frameworks</i>			
Self Assessment:			Manager Assessment:		Agreed Assessment:
Strategies for improvement:					
<b>Key Competency Area</b>		<b>D. Ethics and fraud</b>			
<b>Attribute</b>		<i>i. Demonstrates an understanding of the principles and ethics of integrity</i>			
Self Assessment:			Manager Assessment:		Agreed Assessment:
<b>Attribute</b>		<i>ii. Identifies the risk of fraud occurring and the appropriate means for detection, investigation and prevention</i>			
Self Assessment:			Manager Assessment:		Agreed Assessment:
Strategies for improvement:					
<b>Key Competency Area</b>		<b>E. Information Technology</b>			
<b>Attribute</b>		<i>i. Applies an understanding of IT risk, control and security appropriate to own or clients' organisation when communicating with others</i>			
Self Assessment:			Manager Assessment:		Agreed Assessment:
Strategies for improvement:					

**Assessment Key:**

<b>New Internal Auditor</b>	<b>Practising Internal Auditor</b>	<b>Internal Audit Manager</b>	<b>CAE</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>

<b>Key Competency Area</b>	<b><i>F. Governance, risk and control</i></b>		
----------------------------	---	--	--

<b>Attribute</b>	<i>i. Applies an understanding of risk management, control and governance through the delivery of assurance</i>		
------------------	---	--	--

Self Assessment:		Manager Assessment:		Agreed Assessment:	
------------------	--	---------------------	--	--------------------	--

<b>Attribute</b>	<i>ii. Maintains effective working relationships with other assurance providers</i>		
------------------	---	--	--

Self Assessment:		Manager Assessment:		Agreed Assessment:	
------------------	--	---------------------	--	--------------------	--

**Strategies for improvement:**