



International Professional
Practices Framework

Implementation Guide 2030

Standard 2030 – Resource Management

The chief audit executive must ensure that internal audit resources are appropriate, sufficient, and effectively deployed to achieve the approved plan.

Interpretation:

Appropriate refers to the mix of knowledge, skills, and other competencies needed to perform the plan. Sufficient refers to the quantity of resources needed to accomplish the plan. Resources are effectively deployed when they are used in a way that optimizes the achievement of the approved plan.

Revised *Standards*, Effective 1 January 2017

Getting Started

When developing the internal audit plan (Standard 2010) and reviewing it with the board and senior management (Standard 2020), the chief audit executive (CAE) considers and discusses the resources needed to accomplish the plan's priorities. To implement Standard 2030, the CAE usually begins by gaining a deeper understanding of the resources available to the internal audit activity in the board-approved internal audit plan.

The CAE may carefully consider the number of internal audit staff and productive work hours available to implement the plan within the organization's schedule constraints. Productive work

hours generally exclude factors such as paid time off and time spent on training and administrative tasks. To gain an overview of the internal audit activity's collective knowledge, skills, and other competencies, the CAE may review a documented skills assessment, if available, or gather information from employees' performance appraisals and post-audit surveys.

The CAE may also want to reflect on the approved budget and consider the funds available for training, technology, or additional staffing in order to achieve the plan.

Considerations for Implementation

When allocating specific resources to the engagements identified in the approved internal audit plan, the CAE may consider how the available resources correspond with the specific skills and timing required to perform the engagements. During this process, the CAE typically works to fill any gaps that may have been identified.

To fill gaps related to the internal audit staff's knowledge, skills, and competencies, the CAE could provide training for existing staff, request an expert from within the organization to serve as a guest auditor, hire additional staff, or hire an external service provider. If the quantity of resources is insufficient to cover the planned engagements efficiently and effectively, the CAE may hire additional staff, cosource or outsource engagements, use one or more guest auditors, or develop a rotational auditing program.

When developing a schedule for internal audit engagements, the CAE considers the organization's schedule, the schedules of individual internal auditors, and the availability of auditable entities. For example, if an audit engagement needs to occur during a specific time of year, the resources needed to complete that engagement must also be available at that time. Likewise, if an auditable entity is unavailable or constrained during a certain period of the year, due to business needs, the engagement would be scheduled to avoid that period.

Because the CAE must report on the impact of resource limitations (Standard 2020) and on the internal audit activity's performance relative to its plan (Standard 2060), it is important for the CAE to gauge the overall adequacy of resources continuously. To affirm that resources are

appropriate, sufficient, and effectively deployed, the CAE establishes metrics that assess the internal audit activity's performance and solicits feedback from internal audit clients.

Considerations for Demonstrating Conformance

Documentation that evidences conformance with Standard 2030 could include the internal audit plan, which contains the estimated schedule of audit engagements and resources allocated. Additionally, a post-audit comparison of budgeted hours to actual hours may be documented to validate that resources were deployed effectively. The results of client assessments related to the performance of the internal audit activity and individual internal auditors are often noted in post-audit reports, surveys, and annual reports.

About The IIA

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About Implementation Guidance

Implementation Guidance, as part of The IIA's International Professional Practices Framework® (IPPF®), provides recommended (non-mandatory) guidance for the internal audit profession. It is designed to assist both internal auditors and internal audit activities to enhance their ability to achieve conformance with the *International Standards for the Professional Practice of Internal Auditing (Standards)*.

Implementation Guides assist internal auditors in applying the *Standards*. They collectively address internal audit's approach, methodologies, and consideration, but do not detail processes or procedures.

For other authoritative guidance materials provided by The IIA, please visit our website at www.globaliia.org/standards-guidance or www.theiia.org/guidance.

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