

Assessment Domain Stakeholder Management



Active Builder

Internal audit function is making progress but is not yet fully optimized. The function may have partial or occasional access to the board and some activities across the organization, and the CAE is in the process of building a more formal relationship with the board and senior management. Meetings and communication methods (such as newsletters and presentations) are under development or partially implemented. While performance objective development is improving, it may still require more structured input from senior management and the board.

Required Action Steps

The organization should continue strengthening these relationships and formalizing processes to build a highly effective and strategically aligned audit function.

1- Unrestricted Access

Review the existing internal audit charter to identify areas that restrict access.

Draft a revised charter that clearly states the CAE's unrestricted access to all records, personnel, and activities necessary for the audit.

Benchmark against other organizations' audit charters and align with global best practices.

Develop training materials that emphasize the importance of unrestricted access for the internal audit function. Conduct training sessions for management and staff to foster understanding and cooperation.

Establish direct reporting lines from the CAE to the board, ensuring the CAE can present findings directly. Document these reporting lines in the updated charter.

2- Board Support

Create a comprehensive presentation detailing global internal audit standards and the specific support needed from the board.

Include data on how board support can enhance audit effectiveness.

Create a calendar for regular meetings between the CAE and senior executives, as well as with the board members. Ensure that these meetings have a clear purpose and agenda.

4- Audit Outcomes

Launch internal audit newsletters, webinars, or quarterly reports to inform stakeholders of audit outcomes, best practices, and insights.

Conduct workshops with senior management and the board to validate that the internal audit function is addressing key strategic risks.

Position the internal audit function as a trusted advisor to senior leadership, rather than purely as a compliance or control-checking body.

3- CAE Qualification

Research industry standards for CAE qualifications. Create a document outlining the essential qualifications, skills, and experience necessary for the CAE role.

Schedule a meeting to present the qualification guidelines to the board. Allow time for questions and discussions about the qualifications and their importance.