C I A S P
CENTER FOR INTERNAL
ADVISORY SERVICES PHILIPPINES

Unit 2814 Tower II
The Enterprise Center
Ayala Avenue cor. Paseo de Roxas
1226 Makati City, Phils.
Tel.No: +632.885-8474
www.ciasp.com.ph

CAPABILITY DEVELOPMENT PROGRAM
FOR INTERNAL AUDITORS

COURSE DETAILS

Schedule: November 3, 4, 5, 6 and 7, 2025
Duration: Five half-day sessions
Time: 1:30 pm to 5:00 pm per session
Knowledge Level: Intermediate
Competency: Internal Audit Management; International Professional Practices Framework
Delivery Format: Online Training through Zoom
Position Level: Internal Auditors (Chief Audit Executive, Manager, Supervisor or Senior Staff) and other personnel handling HR and learning and development responsibilities
Fee: Php 9,408.00 per participant inclusive of VAT

COURSE OVERVIEW

The chief audit executive must manage the internal audit function effectively to achieve its mandate. However, one of the biggest risks to effective management is the lack of competency of the internal auditors.   More than audit methodology and resources, it is the auditors' knowledge, skills and abilities that determine if the internal audit function can deliver high-quality assurance and advisory services.

As part of managing the internal audit function, the chief audit executive must implement a capability development program and competency process. This will provide a clear and structured methodology to move the internal audit function from its current capability to its desired future capability. This will ensure that the internal audit function achieves its vision and contributes to the success of the organization.

This seminar will discuss the capability development and competency requirements for auditors, the common issues encountered and the recommended solutions.

The seminar will be delivered through a combination of discussion forum, workshop, and lecture.

COURSE OBJECTIVES

At the end of the seminar, the participants will be able to:

- Understand the rationale and benefits of implementing the capability development program and competency process
- Apply the relevant capability development and competency framework and understand its components

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- Assess competency gaps and challenges and determine the appropriate interventions and professional development program; and
- Apply the tools and lessons learned to improve work performance and deliver added value.

COURSE OUTLINE

A. INTRODUCTION

B. MODULE 1: CURRENT AND FUTURE CAPABILITY
- Capability Planning Overview
- Determine Current Capability
  - Use of tools such as the Internal Audit SWOT Analysis and the QAIP Internal Assessment
- Determine Future Capability
  - Use of references and benchmarks such as the internal audit vision, mission, strategic objectives and maturity model roadmap

C. MODULE 2: THE STANDARDS AS BASIS FOR MINIMUM CAPABILITY
- International Professional Practices Framework
- Global Internal Audit Standards
- Public Sector Guidance
  - Internal Auditing Standards for the Philippine Public Sector
  - Revised Philippine Government Internal Audit Manual
  - Internal Audit Manual for Local Government Units

D. MODULE 3: ELEMENTS OF THE CAPABILITY DEVELOPMENT PROGRAM
- Capability Planning Considerations
  - Align with the internal audit strategy
  - Review current capabilities vs future capabilities
  - Determine the appropriate mix of knowledge, skills and competencies
  - Recruit and retain
  - Determine optimal service delivery model
  - Align with the organization's human resource planning, competency framework and performance management system
- Capability Planning and Competency Process
  - Internal Audit Strategy
  - Strategic Competency Plan
    - Staffing

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- **Competency framework**
- Job descriptions
  - Gap Analysis
    - Inventory of existing staff, skills, qualifications
    - Assessment of required vs current competencies
    - Analysis of gaps
  - Action Plans / Implementation
    - Nurture a professional learning environment
    - Structured professional development plan
    - Selective recruitment to achieve a well-balanced audit team
    - Co-sourcing options
  - Monitoring
    - Regular review of competency profile
    - Updates on agreed targets and KPIs
- Competency Framework
  - Competency blocks or knowledge areas
    - Organizational competencies
    - Behavioral competencies
    - **Technical competencies (applicable to internal auditors)**
      - Common body of knowledge on internal auditing
        As applied to:
        - CIA Exam syllabus
        - Global Internal Audit Standards
        - The IIA Internal Audit Competency Framework
          - 2013 version
          - 2020 version
  - Competency levels
  - Job positions

E. **MODULE 4: ASPECTS OF THE INTERNAL AUDIT FUNCTION**
- Simplifying the Aspects of the Internal Audit Function for Purposes of Capability Planning
  - Internal Audit Governance / Professionalism
  - Quality
  - Stakeholder Communication and Coordination
  - Internal Audit Strategic Plan and Risk Based Plan
  - The Audit Engagement

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o Specialized Knowledge
- Fraud
- Information technology
- Analytics and audit tools
- Finance and accounting
- Business processes

F. MODULE 5: APPLICATION OF THE CAPABILITY AND COMPETENCY PROGRAM
- Seven Steps for Implementing the Program
  o Workshop Exercises

G. MODULE 6: DISCUSSION OF COMMON ISSUES AND LIMITATIONS

- **Discussion Item 1: Competency gap starts with the Chief Audit Executive (CAE) or Head of Internal Audit (HoIA)**
  o In certain cases, the new CAEs are recruited from areas outside of internal audit, such as finance and operations. While they have solid managerial expertise, they have little or no experience in internal audit. Thus, there is a need to keep the CAE/HoIA up to speed in such a short period of time.

- **Discussion Item 2: Internal auditors come from different backgrounds**
  o Unlike before where internal auditors are mostly accountants, today's auditors may come from various disciplines and educational backgrounds. Thus, there is a need to harness the skills of this diverse group to:
    - Align them to the desired internal audit methodology
    - Maximize their specialized skills through their deployment in technical audits or focused audits
    - Broaden their experience through cross functional posting in various types of audits

- **Discussion Item 3: The supply pipeline for recruiting internal auditors is not stable.**
  o Recruitment of highly-qualified auditors is a perennial problem. Demand for well-experienced auditors has far exceeded the supply.
  o An organization that must recruit *experienced* internal auditors has to face competition from private companies, from the government sector, and from companies abroad.
  o The CAE must make a "buy" or "grow" ("acquire" or "develop") decision and consider its pros and cons.

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- ▪ The 'buy" or "acquire" decision might be initially expensive, such as hiring experienced certified internal auditors, or co-sourcing, but these auditors can most likely hit the ground running.
- ▪ The "grow" or "develop" decision might be less expensive, such as hiring staff with little or no audit experience, or accepting transfers from other departments. However, it may take some time, effort, and training for the auditors to be on high gear operationally.

- **Discussion Item 4: Retention is a challenge.**
  - o High turnover of auditors is already a given risk, one that must be managed at all levels: individual, engagement, department, and organizational level.
  - o While compensation is still an important retention factor, other interrelated factors or other creative means to retain auditors have to be considered.

- **Discussion Item 5: There is no single and correct way to develop the internal audit capability. It is always based on context.**
  - o While there are various frameworks for capability development and competency, the success of its application would depend upon the:
    - ▪ Maturity level of the internal audit activity
    - ▪ Size, complexity, and maturity of the organization
    - ▪ Level of industry or sector regulation
    - ▪ Expectation and support from senior management and the board
  - o Other external challenges in applying the competency frameworks include:
    - ▪ Lack of outside training providers or lack of accreditation of desired providers
    - ▪ Training courses do not match exactly the needs of the auditors, leading them to select what is available rather than what is needed.
    - ▪ High cost of registration fees or limited training budget
    - ▪ Regulations prohibiting contractual employees and job order employees from availing of necessary training

H. INTEGRATION AND WRAP UP

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REGISTRATION

To register, please consider either of the following options:

- Option 1: Please visit CIASP website, www.ciasp.com.ph. Click on the "Register" button for the seminar on **Capability Development Program for Internal Auditors**. You will be directed to an online Google form. Please fill in your details on the form and click 'Submit.' We will acknowledge your registration as soon as practicable.
  Or click here to register:
  https://docs.google.com/forms/d/e/1FAIpQLSeLgQMnke9gxQ07I-7Siqq8g-RDaHwkQ8ryLXCRKjuVT1jaqA/viewform

- Option 2: You can email or communicate with us through information@ciasp.com.ph and/or centerforinternalauditservices@gmail.com. Please provide your full contact details (full name, organization, designation, email address, office phone and mobile phone).

We will provide billing invoice upon receipt of the registration.

FEES AND PAYMENT DETAILS

- Regular Rate - Php 9,408.00 inclusive of VAT
- Limited slots. Guaranteed seats will be given to those with paid registration.
- Payments can be made in cash or check.
- Payment should be deposited to any BPI branch. Payment can also be done through online funds transfer (e.g. PesoNet, GCash, Maya, InstaPay, bank wire transfer, etc.). CIASP bank account details are:
  - Bank of the Philippine Islands (BPI)
  - Current Account Number: 1621-0070-72
  - Account Name: Center for Internal Advisory Services Philippines Inc
  - SWIFT Code/BIC: BOPIPHMM
  - For check payment, please make it payable to the account name.
  - For GCash transfer – bank: BPI; payee: Ciasp; account number: 1621007072
- Please email scanned copy or picture of deposit slip or online transfer form so we could confirm receipt and provide the relevant seminar details and procedures.

OTHER SEMINAR DETAILS

- Seminar Inclusions:
  - Attendance to the online training sessions
  - Copy of presentation or powerpoint slides in pdf
  - References and other reading materials
  - Certificate of completion

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- Delivery Mode:
  - Webinar/Meeting through Zoom
- Resource Speaker/Facilitator
  - Pol B. Mirafuentes; President, CIASP
- Time Schedule for the Webinar Sessions
  - 1:30 pm to 5:00 pm per session day

CONTACT DETAILS

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