Organizational Relationships and Culture
Level 2 – Infrastructure
Managing within the IA Activity

Purpose — To focus the management effort of the IA activity on its own operations and relationships within the activity itself, such as organizational structure, people management, budget preparation and monitoring, annual planning, providing the necessary audit tools and technology, and performing audits. Interactions with organizational managers are focused on carrying out the business of the IA activity.

Essential Activities
- Determine and formally establish the appropriate organizational structure within the IA activity.
- Identify the roles and responsibilities of the key positions in the IA activity.
- Support the IA activity’s organizational needs and the reporting relationships of the persons within the activity.
- Assess the requirements for and obtain the necessary resources and audit tools, including technology-based tools, needed to both manage and carry out the work of the IA activity.
- Manage, direct, and communicate within the IA activity.
- Foster relationships and encourage ongoing and constructive communication within the IA activity.

Outputs
- An appropriate organizational structure within the IA activity that is consistent with the organization’s needs and culture.
- Audit and technology-based tools needed to carry out the work of the IA activity.
- Effective interpersonal relationships and communication within the IA activity.

Outcomes
- Effectively managed and functioning IA activity that adds value to the organization.

Institutionalizing Practice Examples
- Visible commitment and support through senior management action to establish a separate organizational entity for the IA activity, ensure that a competent and qualified CAE is in place, and provide the necessary resources.
- Formally approved organization structure.
- Job descriptions for positions in the IA activity.
- Operating budget for the IA activity.