People Management
Level 3 – Integrated
Team Building and Competency

**Purpose** — To develop staff members’ capacity to function effectively in a team environment, beginning with focus on the individual project team. Because many public sector audits cover scopes that require the concerted effort of a team of auditors to conduct, and because the skills needed to conduct an audit are not necessarily the same skills to work effectively in a group environment, additional team competencies are required.

**Essential Activities**
- Introduce communication and coordination mechanisms (e.g., periodic team meetings, shared team data resources, and agreed-upon project assignments and schedules).
- Develop criteria for effective teamwork behaviors and practices and incorporate the criteria into the staff competency framework.
- Provide professional development opportunities on topics such as teamwork and team leadership, effective communication, and relationship building.
- Identify and assign team leadership role to selected individuals, with explicit duties, responsibilities, and authority.
- Implement team-based rewards for successful accomplishments to reinforce desired team behaviors.
- Develop team members to assume changing roles as the organization changes.

**Outputs**
- Audits and other projects are carried out by one or more groups of individuals (self-directed and integrated work teams) working together productively.

**Outcomes**
- The IA activity is able to handle larger scope projects.
- Staff are given more opportunities for personal and professional development in the areas of communication, leadership, and relationship building.
- Project quality can be improved by sharing the knowledge, experience, and perspectives of several individuals.

**Institutionalizing Practice Examples**
- Internal audit competency framework.
- Training on topics such as teamwork and team leadership, effective communication, and relationship building.
- Team communication strategies (e.g., team-backs and shared resources).
- Mentoring program.
- Workplace and home balance program (flexible working arrangements such as job sharing and flexible work weeks).
- Incentive and recognition program.