People Management
Level 4 – Managed
Workforce Planning

Purpose — To coordinate workforce activities to achieve current business needs of the IA activity. Workforce planning involves developing a workforce plan that sets out the resources, skills, training, and tools required to conduct the audits that have been identified (or are proposed) in the periodic audit and services plan.

Essential Activities
- Identify the resources, skills, training, and tools needed to address areas of greatest significance and risk to the organization (which have been identified in risk-based audit planning).
- Link identified skills to the competency framework (career progression system).
- Quantify workforce requirements in terms of number of resources and skill sets required to allow internal auditing to carry out its activities.
- Compare the required skills to an inventory of those in place/on staff within the IA activity.
- Analyze the gap between existing resource levels and the desired competencies.
- Develop and implement strategies for closing the resource gap, including training, tools development, co-sourcing, and outsourcing.
- Communicate to management and other key stakeholders the priorities and strategies of the IA activity, particularly if it will not be able to carry out the entire periodic audit and services plan.

Outputs
- A staffing plan that identifies resources needed and strategies to be used to provide sufficient capacity to complete the periodic audit and services plan.

Outcomes
- Sufficient capacity (in skills, staffing numbers, and tools) to meet the proposed/established periodic audit and services plan.
- Organizational acceptance of resources needed for the IA activity to discharge its responsibilities.

Institutionalizing Practice Examples
- Senior management support for the capacity and resources needed for the IA activity to discharge its responsibilities.
- Organizational policy requiring workforce planning.
- Legislation requiring workforce planning.
- Succession plan.