



IIA Global Strategic Plan 2015 - 2020

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As used in this document, The IIA Global Strategic Plan, “The IIA” refers to and is representative and inclusive of the global network of Institutes.

The IIA’s Core Purpose

To lead the global profession and advance its value.

The IIA’s Core Values

- Collaboration
- Courage
- Unity in Diversity
- Global Mindset
- Innovation
- Integrity
- Service Excellence
- Respect
- Professionalism

The IIA’s Vision

Internal Audit Professionals will be universally recognized as indispensable to effective governance, risk management, and control.

Goals

Goal A. Professionalism: The IIA will lead the profession through the development of timely and relevant knowledge, global guidance, and career path guidelines.

Goal B. Advocacy: The IIA will raise the profile of and demand for the profession to ensure it is recognized as an indispensable resource by key stakeholders.

Goal C. IIA as Leader: The IIA will be recognized as the leading voice for internal auditing.

Goal D. Capacity: The IIA will collaborate globally to expand the capacity of the profession.

Goal E. Sustainable Value: The IIA will deploy both financial and business models that generate sustainable value for members.

Goals, Strategies, and Potential Indicators of Achievement

Goal A. Professionalism: The IIA will lead the profession through the development of timely and relevant knowledge, global guidance, and career path guidelines.

1. Share and promote timely and responsive knowledge and guidance on emerging issues needed by the internal audit function and internal audit members and professionals through the development of regional Centers of Excellence across the global network.
2. Assess the future direction of the profession and prepare internal auditors for success through clearly defined learning pathways and established career maps.
3. Partner with globally recognized academic institutions to enhance alignment of academic offerings with standards, influence curricula and linkage to certifications, and collaborate on research.
4. Develop and promote a maturity model with clear guidelines for internal audit activity.
5. Review and enhance means by which we hold members accountable for conformance to the IPPF principles, codes of conduct, and local laws and regulations.
6. Assess the rigor, credibility, and demand for the global certifications and qualifications and deploy appropriate strategies for enhancement.

Potential Indicators of Achievement

1. Develop and launch a new approach to and maturity model for content development at The IIA. Develop a tiered content development approach with product types that can be deployed in immediate, short-term, and long-term time frames to define emerging topics (Pulse of the Profession), benchmarking (CBOK), and principles (Career Map) to deploy effective knowledge, tools, and resources to the profession.

2. Collaborate with and incentivize Institutes to develop practitioner-based content through the launch of a global communications network by July 2015 and through the development of Centers of Excellence.
3. Develop and implement a globally adopted and supported ongoing source of continuous knowledge about the internal audit profession and the trends and issues impacting the global profession.
4. Implement the Career Map assessment tool globally. Align content and resources, including knowledge, guidance and training to the Career Map principles and overall global competency framework. Create a business model that incentivizes key Institutes to map additional, local content to the Career Map.
5. Identify content that is core to the profession and map to appropriate membership segment groups and develop a plan to leverage Industry Centers globally.
6. Increase the number of Internal Auditing Education Partnership (IAEP) programs globally.
7. Increase the numbers of CIA and other certified/qualified practitioners as a percentage of the global population of internal auditors.

Goal B. Advocacy: The IIA will raise the profile of and demand for the profession to ensure it is recognized as an indispensable resource by key stakeholders.

1. Undertake a thorough study of the full extent and nature of the global profession outside of the existing membership and network of certified/qualified individuals, to include measures of the recognition and acceptance of the profession among key stakeholders.
2. Establish benchmarks for the effective measurement of perceptions of and positioning for internal auditing globally and mechanisms that can be used to gauge changes in these values on an ongoing basis.
3. Deliver a deliberate campaign to legislators responsible for the listing requirements of publicly traded organizations promoting the importance of internal auditing.
4. Develop a strategy that influences, engages and serves audit committees, boards, regulators, and other internal audit stakeholders effectively.
5. Collaborate with Institutes to launch a high profile, widespread, and sustained campaign to elevate the image of internal auditing in the view of governments, regulators, boards, audit committees, business leaders, business schools, and the public at large.

Potential Indicators of Achievement

1. Increase in the number of listing authorities that mandate publicly traded organizations have an internal auditing activity operating in conformance with The IIA's *Standards*.
2. Increase in the number of organizations with an internal audit function operating in conformance with The IIA's *Standards*

3. Establish and initiate a rapid response approach where issues of significant national and international interest related to governance, risk, and control are responded to with an appropriate statement from The IIA in a manner that is proactive, timely, and visible.
4. Members of The IIA's volunteer/executive leadership team serve on a board of directors or audit committee for a publicly held company and/or an organization of influence in serving the public.
5. Identify relevant opportunities and propose adoption of or reference to The IIA's *Standards* by regulatory or other influential bodies globally.
6. Increase in the number of undergraduate and postgraduate university/college courses that include a focus on Internal Audit and the value it creates for organizations and their stakeholders.

Goal C. IIA as Leader: The IIA will be recognized as the voice for internal auditing.

1. Drive dialogue and commentary on issues related to internal audit and governance, risk management, and control.
2. Contribute to debate and discussion on topical and emerging issues such as: audit committee effectiveness, risk management, integrated reporting assurance, combined assurance, governance, fraud, internal controls, technology and compliance.
3. Develop a global communications strategy and global communications network that defines and prioritizes target/stakeholder audiences and ensures The IIA collaborates globally to support its core purpose.

Potential Indicators of Achievement

1. Increase number of global media engagements.
2. Identify and contribute regularly to media outlets and/or qualified blog forums in key global markets, positioning designated IIA thought leaders and SMEs on issues regarding emerging topics such as audit committee effectiveness, risk management, integrated reporting assurance, combined assurance, governance, fraud, internal controls, technology and compliance.
3. Identify and secure speaking opportunities for designated IIA thought leaders and SMEs at strategically important non-IIA events globally.
4. Increase number of inquiries and use/downloads globally of IIA knowledge, guidance, research and training.

Goal D. Capacity: The IIA will collaborate globally to expand the capacity of the profession.

1. Develop and implement a model to ensure a consistent delivery of core services around the world.
2. Explore and develop sources of funding to enhance The IIA's capacity to serve and facilitate members being served in developing regions, including ensuring core services are being offered.
3. Foster collaboration to enhance global products and services and create a resource repository to enhance the capacity of Institutes around the world to serve the profession and deliver core services.

Potential Indicators of Achievement

1. Model developed and Board approval secured to enhance the delivery of core membership services. Achieve a decrease in members not having access to core services.
2. Plan developed to secure new funding and resources in partnership with Institutes and regional bodies to enhance The IIA's capacity to serve members in developing regions.
3. Expansion of The IIA's global footprint through the growth of Institutes/International Chapters.
4. Development of collaborative research studies and thought leadership with Institutes or regional bodies.
5. Increase in Institutes using services developed by other Institutes.
6. Creation of a resource repository to enhance the capacity of Institutes around the world to serve the profession.

Goal E. Sustainable Value: The IIA will deploy both financial and business models that generate sustainable value for members.

1. Identify the value proposition that the IIA brings to members globally.
2. Refine and enhance the financial model to fund strategic initiatives and ensure necessary reserves globally.
3. Design and implement a succession planning process to facilitate a continuous, transparent, and robust pipeline of volunteer leaders representing a diverse cross-section of the global membership.
4. Design and implement a talent strategy and succession plan for HQ staff resources and provide guidance for Institutes to establish the same for the volunteers and staff in their organizations.
5. Ensure deployment of an appropriate IIA-led governance structure with more efficient processes over the IPPF, certifications, and core global products and services.

6. Develop processes and identify resources to enhance The IIA's ability to anticipate, identify, and respond to its own emerging strategic risks.
7. Design and encourage implementation of integrated reporting processes and procedures globally.

Potential Indicators of Achievement

1. Appropriate refinements to the financial model are approved by the Board of Directors for implementation. A process to monitor and report on the financial and operational performance and risk profile of chapters and Institutes will be deployed.
2. An effective volunteer leader infrastructure is established with a fully implemented succession planning process, resulting in the establishment of a pipeline of potential volunteer leaders who represent our global diversity.
3. A strategic assessment of the HR function is completed with appropriate implementation. An overall talent strategy is implemented that incorporates approaches for both the acquisition of top external talent and the identification and development of internal high-performers for future leadership positions.
4. Overall global membership numbers reach 200,000 globally with consistent retention rates.
5. The IIA will receive consistent satisfaction scores for all core products and services, including conference, seminars, certification, membership, guidance and more.
6. The IIA Board's risk appetite and expanded risk reporting to include emerging strategic risks and proposed response is formalized.
7. IIA annual reporting across the global network incorporates integrated reporting principles and processes.