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| **Activity Measures – example metrics** | **Impact Measures – example metrics** |
| Position   * + Post audit survey.   + Key stakeholder survey   + Executive and Audit Committee feedback   Process, technology and innovation.   * + Audit cycle time.   + Days elapsed to issue audit report.   + Percentage of audit plan completed.   + Percentage of audit reports completed on time.   + Percentage of management actions implemented.   People and Resource   * + Number of training days per auditor   + Auditors’ utilization   + Budget vs. actual cost | Position   * + Client satisfaction results   + Degree of collaboration and coordination between internal audit and other assurance functions (compliance, ERM, etc.) in risk assessment, planning and delivery   + Board and senior management reliance on internal audit insights, e.g., frequency of requests for internal audit's perspectives on strategic issues, emerging risks, or key decisions.   Process, technology and innovation.   * + Internal audit contributions to process improvements   + Percentage of audits directly aligned with organisational purpose and strategic objectives.   + Number of external stakeholders (e.g., investors, regulators) positively impacted by internal audit activities.   + Internal audit contributions to culture - Strength of ethical decision-making and reporting culture fostered by internal audit function.   + Number of innovative audit techniques or tools implemented to enhance decision making by offering insights and foresights.   People and Resource   * + Recognition and awards received for contributions to organisational purpose.   + Percentage of staff who hold recognised professional qualifications. |

**Performance Measurement Framework Guide**

As an internal audit leader, your success depends on effectively measuring and communicating your function's value. This guide will help you create a strategic, balanced performance measurement system.

Begin by choosing a primary strategic objective that aligns with your organization's goals. For example, you might focus on enhancing risk management and governance processes. Let this objective guide all your performance measures.

Next, select a diverse set of metrics covering stakeholder satisfaction, process efficiency, innovation, and people development. Balance activity measures (what you do) with impact measures (the value you create). Link each metric to your strategic objective to tell a cohesive performance story. Bring your metrics to life through visualization. Create a one-page strategic report and a dynamic KPI dashboard to showcase trends and progress. Add brief narratives to provide context and significance for your stakeholders.

To maintain relevance, regularly align your measures with professional standards and your organization's evolving priorities. Consult key stakeholders to ensure you are meeting their expectations and be prepared to adjust your framework as needed. By implementing this approach, you will build a performance measurement system that clearly demonstrates your strategic value, drives continuous improvement, and adapts to your organization's changing needs. This framework will not only showcase your impact but also propel your internal audit function toward excellence.