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| **Key Success Factors** | **Position** | | **Process, Technology and Innovation** | | | | **People & Resources** |
|  | **Services and Role of IA** | **Organisational Relationships and Culture** | **Ethics and Professionalism** | **Performance Management & Accountability** | **Governance Structures** | **Technology and Innovation** | **People and Resource Management** |
| Key GIAS | Principle 9 | Principle 6 | Domain II | Principle 8 | Principle 7 | Standard 10.3 | Principle 10 |
| **Level 5 - Optimising** | IA plays significant role in driving change and impact which it delivers using flexible assurance and advisory products. | IA advises and influences top-level management/ board. | Continuous improvement in professional practices, IIA/ industry alignment, strategic planning. full integrated assurance against risk appetite | Public reporting of IA effectiveness, & industry leader. | Independence, power, and authority of the IA activity. | Data analytics enabled.  Integrated GRC tools across three lines, with real time monitoring and alerts. | Leadership Involvement with Professional Bodies,  workforce projection, capacity optimization  role based competency framework, training and CPD support. |
| **Level 4 - Managed** | Various service offerings on Governance, Risk Management and Control. | Effective and ongoing communications & relationships with the board and EC. | Audit Strategy leverage Organisation’s priorities & management of risks and integrated assurance against risk appetite. | Integration of qualitative and quantitative performance measures. | Independent oversight of the IA activity.  CAE reports to top-level authority. Leverage tech, DA, and innovation. | Data analytics managed.  Integrated audit workflows and data sharing with other assurance functions. | IA contribute to management development.  IA activity supports Professional Bodies.  Workforce planning,  competency framework, training, and CPD. |
| **Level 3 – Integrated** | Overall assurance on Governance, Risk Management and Control. | Coordination with other review Groups/assurance providers.  Integral component of management team. | Quality assurance & improvement framework.  Risk-based audit plans. | Performance measures.  Cost information.  IA management Reports. | Management oversight of the IA activity.  Funding mechanisms. | Data analytics defined.  Specialised audit workflow tools used support risk assessments delivery and reporting. Monitoring through unstructured data and reporting. | Team building and competency.  Competent staff.  Workforce coordination  Training and some support for CPD. |

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| **Level 2 - Infrastructure** | Cyclical/ compliance auditing. | Managing within the IA activity. | Professional practices and processes framework.  Audit plan based on management/  stakeholder priorities. | IA operating budget.  IA business plan. | Full access to the organization’s information, assets, and people. reporting relationships established. | Data analytics aware.  Office technology used to support record keeping, with EUC solutions for universe and reporting. More manual business monitoring. | Individual professional Development.  skilled people identified and recruited. |
| **Level 1 - Initial** | Ad hoc and unstructured; isolated single audits or reviews of documents and transactions for accuracy and compliance; outputs dependent upon the skills of specific individuals holding the positions; no specific professional practices established other than those provided by professional associations; funding approved by management, as needed; absence of infrastructure; auditors likely part of larger organizational unit; no established capabilities; therefore, no specific key process areas. Data analytics naïve with no data analytics skills. | | | | | | |

The model consists of five distinct levels, each representing a progressively more advanced stage of maturity:

* + **Initial:** At this foundational level, the internal audit function is largely ad hoc and unstructured. Few processes are formally defined, and practices are applied inconsistently. The focus is primarily on compliance and basic financial controls, with limited use of data analytics or technology.
  + **Defined:** As the function progresses to the Defined level, basic practices and procedures are established and performed on a regular, repeated basis. Audit planning becomes more risk-based, and the team begins to leverage data analytics to enhance testing and insights. Professional practices are defined but may not be fully integrated.
  + Implemented: At the Implemented level, internal audit policies, procedures, and approaches are formally defined, documented, and integrated with one another. The function consistently adheres to professional standards, such as the GIAS. Technology and data analytics are embedded into the audit lifecycle, enabling more efficient and effective assurance.
  + **Managed**: As the function reaches the Managed level, it becomes an integral component of the organisation's governance and risk management framework. Audit plans are dynamic and responsive to changing business needs. Continuous monitoring and data-driven insights enable proactive risk identification. The function is seen as a trusted advisor, delivering value beyond basic assurance.
  + **Optimised:** At the pinnacle of maturity, the internal audit function is fully aligned with the organisation's purpose and strategic objectives. It focuses on continuous learning and improvement, leveraging advanced analytics and innovative techniques to deliver predictive insights. The function is adaptive and consistently delivers measurable value to the organisation.

By understanding these maturity levels and objectively assessing its current position, an internal audit function can chart a clear path for enhancing its capabilities, impact, and alignment with organisational goals. Regular maturity assessments, combined with targeted improvement initiatives, can help the function progress along the maturity curve and maximise its value to the organisation.