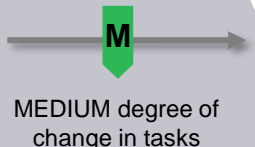


## 9 Job dashboard – Internal Audit Senior Manager/Internal Audit Manager (1/2)

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Trends impacting this role					Impact Assessment
Artificial Intelligence (AI) & Analytics	Blockchain	Changing Public/ Client Expectations	Cloud Computing	Workforce Challenges	 MEDIUM degree of change in tasks
Cybersecurity	COVID-19	Move towards Outsourcing & Offshoring	Intelligent Automation		

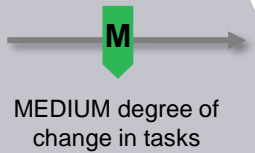
### Responsibilities of the role today

**Today**, this job role is responsible for determining objectives and scope of internal audit engagements based on risk assessments, staffing and resource management. The role requires job holders to be efficient and objective in executing tasks. Job holders play the role of a trustworthy leader and manage the team to apply and conform to professional standards.

Job tasks today	Impact at task-level/Future view of job tasks		Time horizon
Determine objectives and scope of internal audit engagements based on risk assessments and manage staff and operations to ensure completion of engagements	M	<ul style="list-style-type: none"> <li>As the scope of internal audit engagements is diversifying and requires more cross-disciplinary expertise, job holders will experience a diverse range of engagements. Thus, job holders will need to remain mindful of the value provided by the function while determining the objectives and scope</li> <li>As offshoring becomes more common, job holders will be required to upskill in managing offshored resources</li> </ul>	<ul style="list-style-type: none"> <li>Short to medium-term</li> </ul>
Evaluate effectiveness and efficiency of governance frameworks, recommendation for improvements to frameworks, potential impact of changes and IT developments on business	M	<ul style="list-style-type: none"> <li>As AI &amp; Analytics and Intelligent Automation tools are becoming more common, job holders will focus on interpreting results and assessing actionable insights. Job holders are expected to support operational performance and predict future risks that would prevent the client to reach its business goals</li> <li>Blockchain will enable an immutable audit trail for actions from multiple stakeholders. Thus, the framework will need to be adjusted accordingly. However, blockchain will impact the industry only in the long-term so job holders only need to be aware of the potential impact for now</li> </ul>	<ul style="list-style-type: none"> <li>Medium to long-term</li> </ul>
Identify cyber security threats and impact of IT developments, and recommend actions to address IT risks	M	<ul style="list-style-type: none"> <li>AI &amp; Analytics tools will facilitate the identification of IT threats and provide actionable insights</li> <li>Human intervention is still required to understand the business process, determine the data required and evaluate the quality of data sources</li> <li>Due to the fast pace of digital transformation, job holders are expected to gain basic knowledge of all the emerging technologies in order to understand the risks and implications</li> </ul>	<ul style="list-style-type: none"> <li>Short-term</li> </ul>
Review business insights to focus on value-added opportunities or high-risk areas	L	<ul style="list-style-type: none"> <li>Human intervention and in-depth internal audit expertise are still required to review insights. The high-risk areas are increasingly more diverse and therefore job holders are required to stay abreast of trends</li> </ul>	<ul style="list-style-type: none"> <li>Long-term</li> </ul>

## 9 Job dashboard – Internal Audit Senior Manager/Internal Audit Manager (2/2)

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Trends impacting this role					Impact Assessment
Artificial Intelligence (AI) & Analytics	Blockchain	Changing Public/ Client Expectations	Cloud Computing	Workforce Challenges	 MEDIUM degree of change in tasks
Cybersecurity	COVID-19	Move towards Outsourcing & Offshoring	Intelligent Automation		

### Responsibilities of the role in the future

**Moving forward**, this job role will continue overseeing engagements and is expected to leverage AI and Analytics tools to assess clients' operational performance and predict potential risks. In-depth internal audit expertise is still required to review insights, interpret results, assess actionable insights and stay abreast of the different trends impacting clients. Job holders will require more cross-disciplinary expertise as the scope of engagement becomes broader.

### Technical Skills (TSC) Required

• Auditor Independence	Level 5	• Infocomm Security and Data Privacy	Level 4
• Business Acumen	Level 5	• Information Gathering and Analysis	Level 5
• Business Innovation and Improvement	Level 4	• Internal Audit Engagement Execution	Level 5
• Business Process Analysis	Level 5	• Internal Audit Engagement Planning	Level 5
• Cyber Security	Level 4	• Internal Audit Function Management	Level 5
• Data Analytics	Level 5	• Internal Audit Quality Assurance	Level 5
• Digital Technology Environment Scanning	Level 4	• Internal Controls	Level 5
• Due Professional Care	Level 4	• Professional and Business Ethics	Level 5
• Enterprise Risk Management	Level 5	• Professional Standards	Level 5
• Financial Statements Analysis	Level 3	• Project Execution and Control	Level 5
• Fraud Risk Management	Level 5	• Risk Management	Level 5
• Governance	Level 5		

### Critical Core Skills (CCS) Required

• Developing People	Intermediate	• Self Management	Advanced
• Decision Making	Intermediate	• Sense Making	Advanced