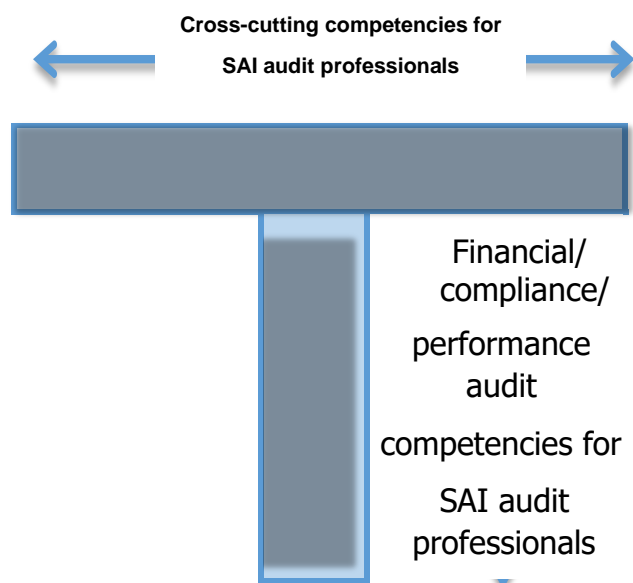


Leveraging on INTOSAI Competency Framework
SAI India's Experience.

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The INTOSAI Capacity Building Committee, has been the vanguard in benchmarking the auditor competence. The INTOSAI Competency Framework inked in INCOSAI 2016 became a foundation of INTOSAI's efforts to provide a global competency framework for auditors. The framework, developed on the principle of "global profession, local solution", resonates the competency requirements for SAI professionals engaged in financial, compliance and performance audits including the cross-cutting competencies.

The document 'Competency Framework for public sector audit professionals at Supreme Audit Institutions', emanated by INTOSAI, comprises of a framework defining a T-shaped professional.



The horizontal bar of the 'T' describes the skillsets of a person to collaborate across disciplines to engage and apply knowledge in areas of expertise other than their own

(broad-range generalist skills). The vertical bar represents the depth of related skills and expertise in a core field (deep subject matter expertise).

Taking into cognizance, the essence of the INTOSAI competency framework, and with an aim to streamline competencies of its officers to match the international level, SAI India, in July 2018, established an internal capacity building committee, to study the cross-cutting competencies and core competencies advocated by INTOSAI's Competency Framework and recommend methodologies to step-up the trainings provided to the first and middle level management officers.

The committee carried out an in-depth analysis to identify the training requirement of the officers viz-a-viz their roles and responsibilities in the SAI India and identified five threshold levels of training in their career paralleling the INTOSAI competency framework. The committee was also guided by India's National Training Policy which mandates to impart training at the entry levels and also at regular intervals of the career span of the officers.

The expert Committee carefully identified thresholds of the professional career of the officers and recommended **a five level Mid-Career Training Program (MCTP) design** and program content for all the five levels. The team, after due deliberations endorsed the recommended a five level Mid-Career Training Program starting from year 2021.

Mid-Career Training Program is a comprehensively designed training for first and middle level management officers. This comprises of providing competency trainings to the officers at crucial thresholds of their professional journey in SAI India. The identified thresholds after every five years, are generally when these officers are promoted to higher in the hierarchy and are entrusted with higher responsibilities. These are the crucial cross overs in their career when their competencies are required to be fine-tuned to shoulder additional auditing and administrative skills. It is a compressed and an intense one-week training program which includes topics on cross cutting competencies and core competencies to sharpen their skill sets. The successful completion of the training will be marked with passing of an online test for the purpose. Designing competency-based trainings as part of MCTP has advantages to both employees and employers.

The advantages to the organization are that it ensures - training and professional development activities are cost-effective, goal-oriented and productive. It establishes a framework for constructive feedback by supervisory officers at scheduled intervals. It improves communication between employees and supervisors. It increases quality of work besides increasing employee mobility and cross training, providing the organization

with a greater ability to scale and flex as needed. We also felt that it also addresses poor performance issues and circumvents miscommunication/ misunderstanding of job expectations, by benchmarking performance across the organization and targeting specific training needs.

The advantages to the employees are that it enables them to be more proactive beyond their individual roles by learning additional skills that are valued by the organization, ensures that individual professional development and training milestones are recorded and acknowledged by the organization. This gives to the employees, an insight into the overall strategy of their team, department and organization, leading to greater engagement and motivation which increases the potential for job satisfaction. Further, it also offers a reference resource for day-to-day job requirements and provides a mechanism for the recognition of employees' abilities. Anything that provides clear direction for learning new job skills, sets clear expectations for employees, enables them to make better decisions and work more effectively.

The INTOSAI Competency Framework, by the INTOSAI CBC, has been our managing document in our SAI's journey of revisiting and revamping the capacity building efforts. The fact that, SAI India, with its vast mandate, geographical presence and staff, has been able to leverage on the INTOSAI Competency Framework, reflects the frameworks' broadness and ability to customize to individual SAI's requirements. We would continue to evolve on our capacity building strategies in sync with the updated INTOSAI Competency Framework and planned IFFP Competency pronouncements, being developed under the leadership of CBC and Task Force for INTOSAI Auditor Professionalization.

We believe, our chronicle on leveraging on INTOSAI Competency Framework will enthuse SAIs across the globe in enhancing their staff competencies and continue to motivate the CBC team in moving forward in strengthening the auditor competence among the INTOSAI community.