PEM PAL IA COP AiP Working Group  
**Guidance to Audit Engagement Planning**

## 1. Introduction

## General introduction

1. Engagement audit planning process has to address the four phases of an audit engagement: the initial planning, the preliminary survey, the fieldwork, the report.
2. The main steps in the planning process are the same whether the internal auditor is undertaking an assurance or consulting mission. Assurance missions will naturally focus in greater depth on the evaluations of internal controls in relation to known operational risks but these must also be considered during consulting assignments.
3. Planning internal audit engagements involves considering the strategies and objectives of the area or process under review, prioritizing the risks relevant to the engagement, determining the engagement objectives and scope, and documenting the approach.​
4. Although these are shown as sequential, work required for preliminary planning may continue up to and beyond the opening meeting. For relatively small and self-contained assignments it may also be possible to agree a final opening statement during the opening meeting. However the issue of a formal assignment letter is required before the opening meeting is held.

## Documenting the planning

1. During planning, internal auditors document information in engagement workpapers. This information becomes part of the engagement program that must be established to achieve the engagement objectives, as required by Standard 2240 – Engagement Work Program;​
2. The results of the preliminary risk assessment, the engagement objectives, and the engagement scope should be discussed with management of the area or process under review and key stakeholders across the organization;​

## 2. Main steps and sequencing of the internal audit engagement planning.

1. IACOP AIP working group members agreed on the following sequencing/main steps of the audit ENGAGEMENT planning process

* Establish the audit object (process, entity, area, etc.), connect to the annual plan if it was established in the Annual plan
* Have access to the information
* Understanding of the audit object and preliminary research, including control procedures Legal and framework analysis (including next below)
* Link to the Organizational Strategy, Strategic Audit plan, Risk Management (risk register) and Control Management and Corporate Management, Organizational structure
* Risk assessment of the audit object
* Develop the audit objectives, scope
* Draft reference framework, good practices,
* Establish the timeline of the engagement and assess the resources needed: staff, competencies, external experts needed, material resources needed; as well as quality assurance arrangements to be applied (direction, supervision, reporting)
* Issue an Engagement Memorandum (Order)
* Kick off meeting
* Conduct preliminary survey (collect information about the audit object)
* Develop detailed audit fieldwork program (audit tests to be conducted) and planning reporting phase
* Develop a staff plan with responsibilities and staff time input assigned to each of the phase including to the detailed fieldwork program

## 3. The elements of the audit engagement plan/program

## 3.1. The key elements of the audit engagement plan/program

1. The IACOP AIP working group’ members agreed on the following key elements of the engagment plan.

* Motive of the audit; context
* Objectives
* Audit object (process, entity, area, etc) definition
* Scope of the audit (could be part of the objective) and the reference framework (criteria against which to assess the auditee: detailed criteria-set can be an annex)
* Standards to be applied by the auditor (IFRS, IPPF, ISSAI, COBIT, ISACA, etc.)
* Type of audit activity and report to be issued: limited or reasonable assurance, and any opinion or type of audit
* Establish the materiality level, if this is the assurance engagement and/or applicable
* Audit period with key milestones established (planning, key meetings, reporting)
* Engagement team with total time input and their respective roles
* Working program: Detailed engagement program sequenced for the audit testing to be applied (including the data collection, implementation of the previous audit recommendations – follow up, risk assessment, sampling, analytical procedures, substantive testing, enquires, observations, interviews, etc.)
* Engagement activity sequencing plan with staff role and time input assignments to each of the activity
* Clarify the access to the information and facilities
* Draft Engagement Memorandum (as an Annex)

1. This is only for assurance engagements; consulting engagement follows similar plan to be tailored
2. Audit program is part of the planning process, and there are more documents used in the planning

## 3.2. Audit planning template

1. In addition to the key elements mentioned above, many other elements can be added and one of the template can be as following in the tables.

**A.The initial planning**

|  |  |  |  |
| --- | --- | --- | --- |
| # | **Description** | **Yes** | **No** |
|  |  |  |  |
| 1. | Define the preliminary audit objective(s). |  |  |
| 2. | Define the audit scope. |  |  |
| 3. | Identify applicable laws, policies and standards affecting the process or system and related documentation such as the interconnectivity with other processes/systems, process/system risk assessment and process/system roles and responsibilities. |  |  |
| 4. | Identify previous reports of internal audit and other internal/external assurance providers and consultants related to the process/system under audit. |  |  |
| 5. | Define the required staff skills and expertise. |  |  |
| 6. | Identify the audit team members. |  |  |
| 7. | If technical support is needed, state what, when, who and estimated time/cost. |  |  |
| 8. | Prepare a time budget plan for the following phases of the audit engagement:   * Initial planning * Preliminary survey * Field work * Draft report * Final report * Administration * Supervision * Quality control |  |  |
| 9. | Identify the relevant frameworks ((input for audit criteria for this audit engagement. |  |  |
| 10. | Prepare an Engagement Memorandum that includes:   * Audit motive; context * Audit objectives and scope * key references the audit team will use * In general terms: approach and methodologies * Estimated starting and completion dates * Audit team * Logistics and access rights required * General questionnaire of background information needed |  |  |
| 11. | Schedule a kick-off meeting with the auditees. |  |  |

1. **The preliminary survey**

|  |  |  |  |
| --- | --- | --- | --- |
| # | **Description** | **Yes** | **No** |
|  |  |  |  |
| 1. | Gain knowledge of the area being audited by reviewing related documents, conducting interviews and observing the processes and functions. |  |  |
| 2. | Obtain the organizational chart of the area being audited and the job descriptions of staff members. |  |  |
| 3. | List the major segments/processes of the area under review and reference to the detailed narratives or flowcharts for each. |  |  |
| 4. | Include completed samples of input and output documents, forms and reports. |  |  |
| 5. | Obtain or draft narratives and flowcharts of the processes being audited. |  |  |
| 6. | Obtain auditee sign off on narratives and flowcharts to ensure accurate representation. |  |  |
| 7. | Finetune the original audit objective(s). |  |  |
| 8. | Finetune the original audit scope. |  |  |
| 9. | Analyze the strengths and weaknesses of the major processes in the narratives and flowcharts. |  |  |
| 10. | Prepare a Risk/Control Matrix that identifies the following for each preliminary audit objective:   * the risks and expected controls for each objective * actual practices that fulfill each element (strength) or the absence of such (weakness) with work paper reference to the flowchart or narrative |  |  |
| 11. | Discuss the design of controls with the auditees. |  |  |
| 12. | Conclude on the adequacy of controls. |  |  |
| 13. | Prepare a summary of proposed modifications to the audit scope and objectives and prioritize the objectives in order of significance. |  |  |
| 14. | Develop the detailed fieldwork program in the Risk/Control Matrix to include test steps for each objective as well as the sampling plans. |  |  |
| 15. | Prepare the working papers for the audit engagement. |  | ²² |
| 16. | Submit working papers for review and clear subsequent review notes. |  |  |

1. **The fieldwork**

|  |  |  |  |
| --- | --- | --- | --- |
| # | **Description** | **Yes** | **No** |
|  |  |  |  |
| 1. | Perform testing as specified on the detailed fieldwork program in the Risk/Control Matrix. |  |  |
| 2. | Ensure that testing results are discussed with affected personnel as encountered. |  |  |
| 3. | For each testing section prepare a Conclusion Summary stating objective, conclusion, procedures and summary of the prioritized results of testing which substantiate conclusions. |  |  |
| 4. | Submit working papers for review and clear subsequent review notes. |  |  |
| 5. | Review work to ensure that working papers are complete:   * Have a heading, state name of the function examined, description of the contents of the work paper, period of the audit, and detailed fieldwork program steps performed. * Have a page number, initial and date. * State purpose, source, scope and conclusion. |  |  |
| 6. | Submit working papers for review and clear subsequent review notes. |  |  |
| 7. | Prepare overall conclusions with regard to adequacy and effectiveness of controls. |  |  |
| 8. | Discuss conclusions with operational managers and directors, document the results. |  |  |

1. **The report**

|  |  |  |  |
| --- | --- | --- | --- |
| # | **Description** | **Yes** | **No** |
|  |  |  |  |
| 1. | Prepare a draft report:   * Write draft report introduction, background and scope. * Consolidate conclusion summary into the draft report. * Write memo for less significant items. * Submit draft report for review and clear review notes. * Set up the Closing Meeting and distribute Draft Report. * Conduct Closing Meeting to brief on the audit results and request a date for completion of the corrective action plan. (Note: If any material changes to the audit report are identified, establish the date for revised report to be issued.) |  |  |
| 2. | Obtain a corrective action plan:   * Analyze the corrective action plan for adequacy and document. * Advise management of any apparent inadequacies in the corrective action plan and resolve. |  |  |
| 3. | Prepare a final report:   * Add the revised corrective action plan to the revised draft report and prepare the final report. * Integrate comments from the auditees if applicable. * Submit the final report for review and clear review notes. * Distribute the final report. |  |  |

*Please mark all the elements you want to see included in the planning documents, and add anything that seems to be missing.*

1. IACOP AiP wg collected more examples from the PEMPAL countries, which can be founded in the attachments of the guide.

## 4. Supplementary guidance

## 4.1. Understand the context and purpose of the engagement

1. The scope and objectives of an audit engagement usually have been determined during the strategic and annual planning exercises.
2. The general scope and the main objectives of the mission should be set up with no ambiguity. It should reflect the agreement reached between the management of the entity and the management of the internal audit activity for this specific mission.
3. Usually, the objectives and the scope are set up during the preparation of the annual plan; however, the team leader of the audit mission should review its adequacy and purposefulness and suggest any relevant changes to the management of the internal audit activity. The title of the internal audit mission should be written in the form of a full sentence.
4. The purpose of the audit objectives is to adequately plan the audit and obtain background information for the activities to be audited.

The engagement objectives articulate what the engagement is specifically attempting to accomplish; therefore, the objectives should have a clear purpose, be concise, and be linked to the risk assessment (Standard 2210.A1);.

1. Internal auditors should ensure that the objectives of the assurance engagement align with the business objectives of the area or process under review.
2. The purpose of the audit scope is to set out the boundaries of the audit engagement and outline what will be included in or excluded from the review.
3. The scope may define such elements as the specific processes and/or areas, geographic locations, and time period (e.g., point in time, fiscal quarter, or calendar year) that will be covered by the engagement, given the available resources);​
4. If the assurance engagement scope is limited in any manner or if access to necessary sources of information is restricted, internal auditors must disclose these situations to senior management and/or the board. Such situations would be considered impairments to internal audit independence (Standard 1130 – Impairment to Independence or Objectivity).​

## 4.2. Staffing of the internal audit team–general principles.

1. The Head of Internal Audit should determine appropriate resources to achieve the mission objectives. This should include both staff and non-staff related expenditure (e.g. travel costs) required to complete the audit.
2. In determining resource needs heads of internal must:

* Consider the knowledge, skills and other competencies required to perform the mission.
* Determine both the number and the level experience required for team members taking into account the experience of the team leader. Not all team members need to have the same level of experience, skills and competence, but the team as a whole must be capable of meeting the objectives of the audit.
* Nominate a Team Leader for the audit. The team leader should have the necessary authority, management ability and skills and the legitimacy regarding the performance of the audit mission (certification, knowledge of the audited domain etc.).
* Consider using of external resources when additional knowledge, skills and other competencies are needed. (See MNIAPS 20 for guidance on the use of specialists)
* Determine a non-staff expenditure budgets sufficient for the audit (when required).

1. Preliminary planning consists of collecting information concerning the audited activities, without attempting its detailed verification. The preliminary planning phase provides an opportunity for the internal audit team to obtain a sound knowledge of the audited area, to identify key systems and processes and to perform a preliminary assessment of risks. .
2. The purpose will vary according to the type of audit mission and may include

* Gaining a better understanding of the audited operations;
* Distinguishing the significant areas that require particular attention in the course of the audit;
* Identification of the existing controls;
* Obtaining information, which will facilitate the conduct of the audit assignment;
* Determining, whether it is still appropriate to carry out the audit mission.

1. The key output of preliminary planning is the confirmation of the scope (title) of the audit mission and its feasibility.

### Assignment letter

1. An assignment letter must be issued for all internal audit missions. This letter provides the formal authority to conduct the audit and should:

* State the scope of the audit in terms of its title
* Indicate the location where the audit is to be carried out.
* Provide the names and structure of the audit team and a nominated team leader for the audit
* Provide the reporting lines for the audit including whom the audit team should report to on professional and technical issues.
* State the dates when draft and final audit reports will be produced
* Precise roles and responsibilities of auditors and CIAS management during the mission.

### Gathering information and data

1. The team leader will take the lead in preliminary planning work. The techniques to be used and the information sources to be accessed are shown in Table 4 below.

|  |  |  |
| --- | --- | --- |
| **Table 3 Techniques and information sources for use in preliminary planning** | | |
| **Techniques** | **Relevant Document/ information** | **Other evaluation material** |
| * Interviews with employees of the unit(s) to be audited; * Interviews with stakeholder (persons, who are affected by the entities operations), e.g. the users of the outputs of the entity. * On-site observation/examination; * Analysis of reports and other documents prepared for the management of the audited unit; * Analytical procedures; * Preparation of process flow-charts (audit trails); * Walk-through tests to see whether the process operates on the way described; * Designing of internal controls questionnaires. | * Existing documents about operations and objectives; * Organisational Decree of the Unit(s) being audited * Regulation and laws; * Existing organisation chart; * Figures about activities, balance sheets etc; * Specific events, projects, plans. * Parliamentary reports * Internal activity reports -existing reports about the activity, statistics and dashboards, reports on difficulties or incidents * External information as newspaper information, public reports | * Internal audit reports from previous missions in the audited entity; * Internal audit reports from previous missions in similar area or system; * External audit reports; * External evaluation (international programs, consultants); * Inspection reports; * Internal evaluations (made by or on behalf of the entity) |

### Analysing information and data

1. For complex organisations or processes it is easy for the auditor to be overloaded by information. In other cases there may be little written information available before audit work commences and the opening meeting is held with the client.
2. Regardless of the volume of material collected, materiality and risk are the key concepts which should be applied to identify issues to be raised in the opening meeting, namely:

* Main processes for examination and the scope of this examination –
* Significant risks to operational objectives
* Key controls that should exist to mitigate significant risks.

## Identify the Reference frameworks (input for audit criteria for this audit engagement).

1. Internal auditors could also identify Reference framework - adequate criteria to evaluate the governance, risk management, and controls of the area or process under review and determine whether the business objectives and goals have been accomplished.
2. For this auditors use applicable laws, policies and standards as well as best practices.
3. Conducting an audit means that the actual status of the object (‘ist’- as it is) is compared with a set of norms (‘soll’- should be).
4. The *reference model* is used as a tool to make a description of the ideal governance and control framework. It’s the mirror the auditor uses. But the ideal image in the mirror should be formulated by the assigner of the audit (management).
5. The reference framework it is necessary because auditors need a measuring tool. Clear definitions of the key concepts in the audit prevent misinterpretations and audit framework prevents to some extend disagreements with management about the audit conclusions/opinions.

### Prepare an Engagement Memorandum

1. Internal auditors may create an engagement planning memorandum (planning memo), to communicate the objectives, scope, and timing of the engagement. ​
2. The Engagement memorandum includes:

* Audit motive; context
* Audit objectives and scope
* key references the audit team will use
* In general terms: approach and methodologies
* Estimated starting and completion dates
* Audit team
* Logistics and access rights required
* General questionnaire of background information needed

### Risk assessment of the audit object

1. …………………………………………………………………………..
2. The Risk / Control Matrix is one of the tools to be used. An example is below.



1. Components

|  |  |  |  |
| --- | --- | --- | --- |
| **#** | **Description** | **Yes** | **No** |
|  |  |  |  |
| 1. | Name of (sub)process |  |  |
| 2. | Inherent risk(s) to (sub)process |  |  |
| 3. | Risk rating |  |  |
| 4. | Expected mitigating controls |  |  |
| 5. | Tests of control design |  |  |
| 6. | Conclusion on control adequacy |  |  |
| 7. | Tests of control implementation |  |  |
| 8. | Conclusion on control effectiveness |  |  |
| 9. | Overall conclusion |  |  |

*Please mark which you think are mandatory and add what you think is missing*

### Opening Meeting

1. The purpose of opening meeting is to start the audit, briefly explain how they intend to perform the audit and agree the key interviewees and scheduling of the audit. Other purpose of the opening meeting is to explain with greater precision as necessary the exact boundaries of the work to be undertaken during the audit. This is to avoid disagreements at the end of the audit as to what was included or excluded.
2. A successful opening meeting requires preparation and planning.
3. The key preparation for the meeting is to identify the issues that are to be discussed and then formalised in the opening statement issued following the meeting. Auditors are therefore advised to prepare an agenda and/or speaking note that represents a full draft of the opening statement. There should also be a formal invitation to avoid confusion on the purpose and timing of the meeting. As the issues are the same as those to be included in the opening statement these are considered further below.
4. Prior to the Opening Meeting the auditors will set and announce the auditees (usually the Head of organisational unit considered as the “owner” of the audited area) about the meeting and inform them very briefly about the purpose of the meeting.

### Planning the agenda and roles of participants

1. Firstly the audit team which will perform the meeting should determine:

* The leader of the meeting – the person starting the meeting, giving sequence and tempo.
* The person who will discuss technical details – can be the team leader of the audit or an auditor

1. It is important that these two roles are performed by two different people. Normally, the Team Leader of the audit will be the leader of the meeting and audit team member will assume the role of the second person. If, for example, the Head of Internal Audit Unit is present at the Opening Meeting he/she takes the role of the leader of the meeting and the Team Leader of the audit will assumes the role of the second person.
2. In general, the leader of the meeting could plan the agenda as follows:

* To thank to auditees for their presence and time;
* To present the purpose of the meeting;
* To present the title of the audit and brief explanation of auditors’ vision of auditees’ operations;
* To leave time for auditees’ questions before moving on to scheduling of the audit;

1. The other person will then give technical presentation how the audit will be performed and agree on the scheduling. The scheduling should be always performed in agreement with the Team Leader of the audit, as he is responsible for completion of the audit within the given deadline.
2. The main information when discussing the scheduling is “who are key persons for audited areas?”. Then the answer to question “When” will be given by the auditor and agreed with the auditee.
3. It is important to emphasise that general principle is that auditees can not alter the audit title during the Opening Meeting. It should be given by the auditors
4. Preparation of Opening Statement and performance of Opening Meeting are presented in the flowchart below.

## 

1. The purpose of the Opening Statement is to provide a clear description of what the audit will cover. Its also represents a formal statement of issues discussed and agreed in the opening meeting.
2. The opening statement must include the following:

* Audit scope (title and any other clarifications needed)
* Operational objectives of system being audited
* Main risks identified
* Audit Objectives
* Main activities of the audit and audit methods to be used.
* Target dates for the draft and final report.
* Contacts

1. The opening statement should be approved by the head of internal audit and issued to the client organisation.
2. A template of the Opening Statement is attached.

### The engagement program

1. The purpose of the Engagement program are:

* to assist in management oversight of the audit\audits,
* to assign the engagement tasks between the audit team members; as to define specific deadlines for their execution (for instance: working days, time/working hours, etc.),
* to provide all members of the audit team with a clear indication of their roles in the audit mission and the amount of time they should spend on different elements of the work required.

1. The internal audit team leader should prepare the mission work program. At this stage the mission work program should reconcile the amount of work necessary to achieve the audit objectives, the available resources and the deadlines given by the head of IAU to provide the key outputs of the assignment.
2. The Mission Work Program should contain the following:

* Title of the audit mission;
* Who prepared and who approved the program.
* The start and end dates of the mission;
* The main activities required to meet the objectives of the audit grouped as appropriate under the main stages of the audit mission – planning, fieldwork, reporting and management.
* Planned starting and ending dates of each main activity;
* Quantity of days allocated to each team member, including team leader, for each activity;
* Total auditor days allocated to each activity;
* Total auditor of days allocated to the engagement;
* Provide cross-references to more detailed testing programs and other working papers that summarise the work required e.g. the allocation of work to team members to document and/or evaluate a system of internal control. These may need to be refined during the opening of the fieldwork.

1. The Engagement Program may need to be refined during field-work, when sufficient additional information has been gathered by auditors, permitting a more detailed planning of activities. For example, the information needed to prepare the test program for detailed testing activities.
2. The Engagement Program must be reviewed and approved by the head of IAU, before work fieldwork commences to ensure it doesn’t deviate from the annual audit program and that allocations of resources enable the achievement of the mission objectives.
3. The Engagement Program should be updated if there are significant changes in allocation of resources or in the planning of activities or deliverables during the course of the mission
4. The Engagement Program must reflect the objectives of the audit and the main activities required to achieve these. Activities should be shown in sufficient detail such that all staff assigned to the audit know clearly what there responsibilities are.
5. For most audits it will make sense to group activities as far as possible into the four main elements of the audit – planning, fieldwork, drafting the audit report and management and supervision.

See the template below:

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Audit unit** | | **Period:**  ........200...г. – ......20....г. | **Audit engagement:** | | |
| (the name of audit engagement) | | (code/number of audit engagement) |
| Document **WORKING PROGRAM №...** for | | | | | |
| (other relevant information for fulfilling check list) | | | | Reference: | |
| Prepared by :  *Name, signature, date* | Submitted for review by:  *Name, signature, date* | | |  | |
| Accepted for review:  *Name, signature, date* | Reviewed :  *Name, signature, date* | | |  | |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **№** | **Working stages (activity/ stages)** | **Check/Test to be provided** | | **Check/Test to be reviewed** | | **Reference to working document/s used** |
| By: | Deadline: | By: | Deadline: |
| **І.** | **Preparation and preliminary/ introductory meeting** |  |  |  |  |  |
| 1 | Review of long-term plans (For Development, Strategic, etc.) |  |  |  |  |  |
|  | (Setting) Objectives of audit engagement |  |  |  |  |  |
|  | (Setting) Scope of audit engagement |  |  |  |  |  |
| 2 | Review and analysis of information |  |  |  |  | WD “Documenting the reviewed information from audit team**”** |
| 3 | Determine of the necessary additional information |  |  |  |  |  |
| 4. | Discussion |  |  |  |  | WD ”Memory note from meeting ” |
| 5 | Engagement announcement |  |  |  |  | Notification letter |
|  | (Execution of) engagement opening meting |  |  |  |  | WD “Memory note/protocol, etc. from meeting”. |
| **ІІ** | **Development of audit plan** |  |  |  |  |  |
|  | Setting the control objectives |  |  |  |  |  |
|  | Risk identification |  |  |  |  |  |
|  | Assessment and calcification of risks identified |  |  |  |  |  |
|  | Identification and assessment of controls |  |  |  |  |  |
|  | Selection of audit strategy |  |  |  |  |  |
|  | Selection of the type of tests |  |  |  |  |  |
|  | Selection of the volume of tests |  |  |  |  |  |
|  | Peppering of WD for (executed) tests |  |  |  |  |  |
|  | Preparing of audit plan |  |  |  |  |  |
| **ІІІ** | **Actual checks** |  |  |  |  |  |
|  | Performing/Execution of planed tests |  |  |  |  |  |
| . | Test 1 (name) |  |  |  |  |  |
|  | Test 2 (name) |  |  |  |  |  |
|  | Test n |  |  |  |  |  |
|  | Summarizing of test results |  |  |  |  |  |
|  | Formulation of findings, conclusions, and recommendations |  |  |  |  |  |
| **ІV**. | **Reporting** |  |  |  |  |  |
|  | Developing of draft audit report |  |  |  |  |  |
|  | Discussion on draft audit report |  |  |  |  | WD “Memory note/protocol” |
|  | Assessment of management statement/response on draft audit report |  |  |  |  |  |
|  | Final audit report д |  |  |  |  |  |
|  | Receiving of action plan (for recommendations execution) |  |  |  |  |  |
|  | Updating the register for recommendations |  |  |  |  |  |
|  | Setting follow-up actions to monitor the implementation of recommendations |  |  |  |  |  |
|  | Preparing timesheets |  |  |  |  |  |
|  | Other audit tasks and procedures |  |  |  |  |  |

1. When preparing the Engagement program, the team leader may have available an estimate of the total number of days for the audit mission based on the annual work plan. However, it is important that realistic assessments are made in the program of the resources needed to complete the work. Any major differences between the estimate of the resources required in the annual work plan and the mission work program should be resolved by decisions of the head of Internal Audit to change the work proposed or modify the resources allocated to the audit when approving the program.
2. A general benchmark for the allocation of resources across the four main elements of an audit engagement would be:

* **Planning** 30% of the workload;
* **Fieldwork** 50% of the workload;
* **Drafting report** 10% of the workload;
* **Management** 10% of the workload.

1. These benchmarks should not be followed slavishly but there should be justifiable reasons for applying radically different proportions of time, particularly the time required to properly plan missions.
2. Other templates collected from PEMPAL country see in the attachments.