
ISO 19011 Audit Planning, Evidence and Reporting Training Course for Internal Auditors

26 – 30 October 2026

Dubai - Marriott Hotel Al Jaddaf, Dubai





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Programme Summary

ISO 19011 audit planning, evidence and reporting is the subject of this one-week training course for internal auditors, audit team leaders and audit programme owners, ending in an audit plan and report for one management system. Many internal audits repeat the same checklist, collect weak evidence and produce findings that managers dispute. The programme builds a risk-based method for planning audits, gathering and weighing evidence, and reaching conclusions that stand up, applied to a management system the participant selects. Mars Training Centre UK delivers this programme on ISO 19011 to mixed-organisation cohorts.

The Business Case

Management systems only improve when audits show where practice departs from the system and why. Where auditors work from fixed checklists, risk goes untested, interviews yield opinions rather than evidence and corrective actions treat symptoms. Auditors who plan from risk, test evidence and write clear conclusions give leadership an honest view of whether the system works and where to act first.

- Audit Value: Rises as plans target higher-risk processes instead of repeating checklists.
- Finding Disputes: Fall as every finding rests on evidence the auditee has seen.
- Corrective Action Quality: Improves as findings are traced to causes rather than symptoms.

Principles and Evidence Base

- ISO 19011: Its guidelines for auditing management systems shape the audit principles, programme and process covered in Sessions 1 to 4.
- Risk-Based Approach: The guidance on risk-based auditing frames the audit planning and scope choices in Session 2.

Intended Participants

- Internal auditors who plan and carry out management system audits.
- Audit team leaders who direct teams and sign off conclusions.
- Audit programme owners who schedule audits and manage auditor competence.
- Quality, safety and environment staff who audit suppliers or other sites.
- Compliance managers who report audit results to senior management.

Typical sectors include manufacturing, energy, healthcare and public bodies.



Learning Outcomes

1. Participants will be able to construct an audit programme that sets objectives, scope and a risk-based schedule.
2. Participants will be able to design an audit plan with criteria, sampling and an interview approach.
3. Participants will be able to evaluate audit evidence for relevance, sufficiency and reliability.
4. Participants will be able to diagnose nonconformities and trace them to causes.
5. Participants will be able to justify audit conclusions to the auditee and to senior management.
6. Participants will be able to prioritise follow-up actions and verify that they work.

Programme Structure

Day 1: ISO 19011 Audit Principles and Programme

What must an audit programme decide before a single audit starts?

- Audit Principles Review
- Programme Objectives Statement
- Risk-Based Audit Schedule
- Auditor Competence Matrix
- Programme Record Log

Day 2: Planning the Audit

How are scope, criteria and sampling set so the audit tests what matters?

- Audit Scope and Criteria Sheet
- Process Risk Screening
- Sampling Plan
- Audit Team Assignment
- Opening Meeting Agenda

Day 3: Gathering and Weighing Evidence

Is what the auditor saw, heard and read enough to support a finding?

- Interview Question Set
- Document and Record Review
- Observation Notes Form
- Evidence Reliability Test
- Information Source Verification



Day 4: Findings, Conclusions and Reporting

How do audit findings become conclusions that managers accept?

- Nonconformity Statement
- Cause Analysis Sheet
- Conclusion Drafting Guide
- Closing Meeting Plan
- Audit Report Template

Day 5: Applying the Tools to One Management System

Do the programme, plan and evidence tools produce one report that stands up?

- Applying the Session 1 Risk-Based Audit Schedule
- Using the Session 2 Audit Scope and Criteria Sheet
- Running the Session 3 Evidence Reliability Test
- Checking the Session 4 Conclusion Drafting Guide
- Completing the Audit Plan and Report

Methodology

The programme uses a structured exercise method built on anonymised procedures, records, interview notes and draft audit reports from manufacturing, energy and public settings. Participants work in audit teams on a shared case, role-play opening meetings and interviews, and receive written facilitator feedback on every exercise set.

- Suggested activity: Setting a risk-based schedule for six processes.
- Suggested activity: Interviewing a role-played process owner and testing the answers.
- Suggested activity: Rewriting a weak nonconformity statement from the evidence.

Capstone Output

Each participant completes an audit plan and report for one management system. It holds the scope and criteria, a sampling plan, an evidence log, nonconformity statements with causes, and a conclusion. The pack is used at work as a model for the next internal audit and as a reference when training new auditors in the team.

Frequently Asked Questions

Is ISO 19011 suitable for auditors new to management system auditing?

Yes. ISO 19011 training starts from audit principles and builds planning and evidence skills step by step, so it assumes familiarity with a management system but no earlier audit experience.



Which standard does ISO 19011 audit training rest on?

ISO 19011 audit training rests on ISO 19011, the international guidelines for auditing management systems, applied with a risk-based approach to planning.

How is the audit pack from ISO 19011 training used at work?

You use the audit plan and report as a model for the next internal audit, as a briefing for senior management and as a reference when training new auditors.

How does ISO 19011 audit training differ from a lead auditor programme for one standard?

ISO 19011 audit training covers the audit method that applies across management systems, while a lead auditor programme for one standard centres on that standard's requirements.