
Audit Team Supervision Training Course: Planning, Coaching and File Review for Senior Auditors

22 – 26 November 2026
Muscat





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Programme Summary

Audit team supervision is the subject of this one-week training course for team leaders and senior auditors, ending in a supervision pack for one live engagement. Engagements succeed or fail on how work is assigned, coached and reviewed, yet many senior auditors move into the lead role without a method for it. The programme moves from the duties of supervision to briefing, fieldwork direction, file review and difficult client conversations, applied to an engagement the participant leads. Mars Training Centre UK delivers this programme on audit team supervision to mixed-organisation cohorts.

The Business Case

Weak supervision shows up late: unsupported conclusions, rework at the end of fieldwork, missed deadlines and tense clients. Team leaders who set clear objectives, match tasks to skill, coach during the work and review files on a fixed routine catch problems while they are cheap to fix and build stronger auditors as a by-product.

- Rework Hours: Fall as briefs and early file reviews catch gaps during fieldwork.
- Engagement Delivery Time: Improves as tasks, milestones and checkpoints are set at the start.
- Auditor Development: Improves as coaching notes turn review points into learning.

Principles and Evidence Base

- Global Internal Audit Standards: The requirements on supervising engagements, set out under the domain on performing internal audit services, frame the duties examined in Session 1.
- Engagement Supervision Guidance: The professional guidance on supervision throughout planning and fieldwork shapes the briefing and checkpoint tools in Sessions 2 and 3.
- Assignment Quality Guidance: The professional guidance on assignment quality shapes the file review method in Session 4.

Intended Participants

- Team leaders who run engagements and answer for their quality.
- Senior auditors who are stepping up to lead fieldwork for the first time.
- Audit managers who set the review standard for their teams.
- Quality reviewers who check files after the work is done.
- Heads of audit who want a consistent supervision routine across teams.

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



Learning Outcomes

1. Participants will be able to classify the supervision duties that apply at each stage of an engagement.
2. Participants will be able to construct a team brief with objectives, scope, tasks and checkpoints.
3. Participants will be able to prioritise tasks by risk and match them to auditor skill.
4. Participants will be able to evaluate working papers for evidence, logic and conclusions.
5. Participants will be able to design coaching conversations that turn review points into learning.
6. Participants will be able to justify a response to client conflict while protecting objectivity.

Programme Structure

Day 1: Audit Team Supervision and the Leader's Duties

What must a supervisor do at each stage of an engagement?

- Supervision Duties Map
- Role Boundary Statement
- Team Capability Grid
- Supervision Documentation Standard
- Leader Self-Review Checklist

Day 2: Planning, Briefing and Task Allocation

How do objectives and tasks reach the team clearly?

- Engagement Objective Statement
- Team Brief Template
- Risk-Based Task Allocation Matrix
- Milestone and Checkpoint Plan
- Time Budget Tracker

Day 3: Directing Fieldwork and Coaching

How is work guided while it is still under way?

- Daily Progress Huddle
- Evidence Sufficiency Questions
- Coaching Conversation Model
- Feedback Note Format
- Issue Escalation Log

Day 4: File Review and Client Conflict

Is the file sound, and how are disagreements handled?



- Working Paper Review Checklist
- Review Note Tracker
- Conclusion Support Test
- Client Disagreement Protocol
- Objectivity Safeguard Record

Day 5: The Supervision Pack for a Live Engagement

Do the brief, coaching, review and conflict steps work together on one engagement?

- Applying the Session 2 Team Brief Template
- Testing the Session 3 Coaching Conversation Model
- Checking the Session 4 Working Paper Review Checklist
- Closing Meeting Preparation
- Completing the Engagement Supervision Pack

Methodology

The programme uses a simulation method built on a shared engagement in which a junior team, a tight deadline and a defensive client create real supervision choices. Participants take turns as team leader, brief the team, review files and handle conversations, then repeat each step on their own engagement with written facilitator feedback.

- Suggested activity: Briefing a team in ten minutes and checking what the team heard.
- Suggested activity: Reviewing a flawed working paper and writing three review notes.
- Suggested activity: Role-playing a client who disputes a finding.

Capstone Output

Each participant completes an engagement supervision pack for one live engagement. It holds a team brief, a task allocation matrix, a checkpoint plan, a coaching plan for each team member, a review note tracker and a client conflict plan. The pack is used at work to lead the engagement and to show how supervision was carried out.

Frequently Asked Questions

Is audit team supervision training suitable for senior auditors leading a team for the first time?

Yes. Audit team supervision is taught from the leader's duties upward, so the programme assumes audit fieldwork experience but no earlier experience of leading a team or reviewing files.



Which references does audit team supervision training rest on?

Audit team supervision training rests on the Global Internal Audit Standards requirements for supervising engagements, together with professional guidance on supervision during planning and fieldwork and on assignment quality.

How is the pack from audit team supervision training used at work?

You use the engagement supervision pack to brief your team, plan checkpoints, coach auditors, track review notes and show how supervision was carried out on the engagement.

How does audit team supervision differ from internal audit function leadership training?

Audit team supervision centres on directing and reviewing the work of one engagement team, while internal audit function leadership training centres on strategy, resources and reporting for the whole function.