

Halderstone



Training module

Auditing Supplier & Outsourcing Management

Assess whether supplier and outsourced process controls manage risk effectively and achieve intended outcomes across organisational boundaries



Do supplier controls work in practice or only on paper?

Overview

Suppliers and outsourced processes sit at the edge of most management systems. Contracts and supplier approvals may appear complete while operational control depends on real interfaces, responsibilities, communication, and feedback loops across organisational boundaries.

This module develops the capability to audit whether supplier and outsourced process management effectively controls these dependencies. Participants first review how supplier management and outsourcing are expected to function within management systems and then learn how auditors test risk-based supplier coverage, evaluate contract controls against operational reality, and follow evidence trails across organisational interfaces.



Target audience

- Aspiring auditors who want to audit management systems following best practices
- Practising management system auditors who want to strengthen their audit knowledge, judgement, and effectiveness

Is this module for you?

It is a good fit for you if you...

- audit how organisations manage suppliers and outsourced processes.
- seek to judge whether supplier management controls work in practice.
- want to follow evidence across organisational boundaries and handovers.
- aim to assess assurance beyond contracts and supplier claims.
- expect to strengthen audit conclusions on outsourced process control.

It may be less suitable for you if you...

- intend to audit suppliers directly through second-party supplier audits only.
- prefer to design supplier management frameworks or contracts.
- are looking for guidance on procurement, sourcing, or vendor governance.
- do not intend to audit supplier management within a management system.

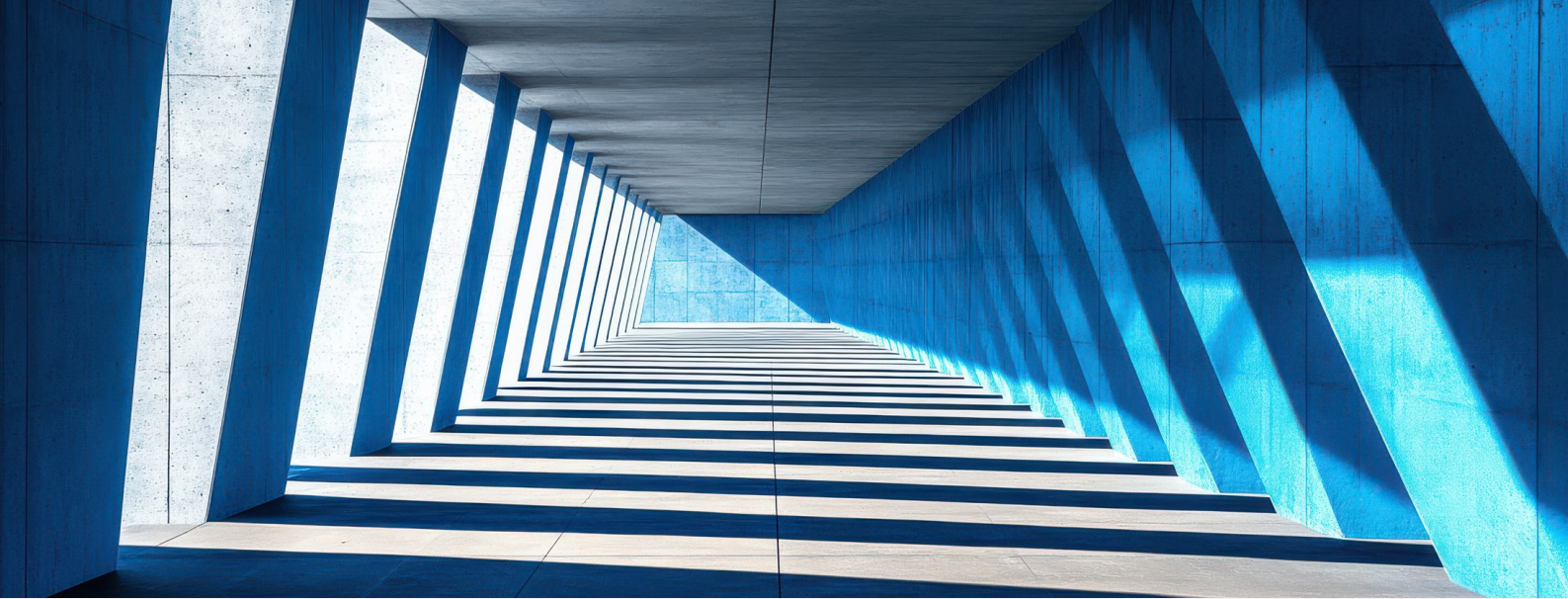
Learning outcomes

Key outcomes

- Assess whether supplier and outsourced process management credibly covers organisational risks
- Test contractual controls against operational reality using traceable evidence across boundaries
- Judge whether supplier and outsourced process controls reliably achieve intended outcomes

Additional capabilities

- Assess interface control effectiveness at supplier handover points
- Detect common failure patterns such as paper supplier controls or unmanaged dependencies
- Select meaningful sampling targets when auditing suppliers and outsourced processes
- Formulate defensible audit conclusions on supplier and outsourced process control effectiveness



Agenda

Foundations of supplier and outsourced process management

How management systems manage external providers, outsourced processes, and organisational boundaries

What effective auditing of supplier and outsourced process management looks like

How auditors judge whether supplier controls and outsourcing arrangements reliably manage risk in practice

Testing risk-based supplier coverage

How to assess whether supplier selection, approval, and monitoring reflect actual risk exposure

Building the audit evidence trail across organisational boundaries

How to trace contract intent, operational controls, and performance evidence across supplier interfaces

Detecting supplier control failure patterns

How auditors recognise common weaknesses such as unclear ownership, unmanaged sub-suppliers, and communication breakdowns

Judging effectiveness of supplier and outsourced process control

How auditors distinguish isolated supplier issues from systemic supplier management weaknesses

Case-based audit simulation

Applying the learned concepts, methods, and approaches in a realistic case setting

Included materials

Learning materials

- Slide deck
- Participant workbook

Templates & tools

- Audit interview planning tool
- Documented information checklist
- Sampling tool
- Audit analysis worksheets
- Failure pattern library
- Supporting AI prompt set

Confirmation

- Confirmation of participation

Preparation guidance

Assumed background

This module assumes participants can perform basic audit activities and apply evidence-based judgement.

Helpful background includes:

- General understanding of management systems and organisational structures
- Ability to follow audit trails across organisational interfaces and external providers
- Basic familiarity with how organisations manage suppliers and outsourced processes

Preparatory modules

Foundation (depending on background)

Useful if you are new to the underlying concepts

- Audit Principles

Supporting (optional)

Helpful but not required to participate effectively

- Audit Communication & Interviewing
- Audit Reporting & Follow-up

Logistics

Available languages

- English
- German

Standard delivery options

- Virtual live teaching
- Blended learning (e-learning + live)

Bespoke delivery options

- On-site delivery at your place
- Content adapted to your organization



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