A NEW PERSPECTIVE

ENHANCING UNDERSTANDING OF THE INTERNAL AUDIT PROFESSION
Changing the way the world looks at anything is a daunting task. It’s even more difficult when the perspective you’re trying to alter is colored by misunderstanding, misinformation, and negative stereotypes. Is it realistic to expect an outcome that indicates even slight movement of the needle toward greater awareness and appreciation? And if so, where does one start?

The Institute of Internal Auditors (IIA) Global Headquarters believes that enhancing understanding that results in a new world perspective of internal auditing is a viable goal, and that achieving success is neither outside the realm of possibility nor probability. Why? Because The IIA and its chapters and institutes include not only strong leaders dedicated to elevating the profession and enhancing professionalism, but also internal audit professionals in many of the world’s most prestigious and successful organizations. By taking this challenge on our collective shoulders, we — the people of The IIA — can work together to change the way the world looks at internal auditing.

A core function of The Institute, the Corporate Communications & Public Relations activity serves as the mouthpiece for The IIA — the global voice of the profession. As such, we have developed this brochure as a “how-to” resource for IIA chapters and institutes engaging in elevating the profession. It provides guidance for effective communications, creative public relations, and successful media relations.


The advocacy brochure also delineates how IIA Global Headquarters is working to connect with and influence thought-leading organizations across the globe, and what The IIA’s institutes are doing in their regions of the world.

In combination, “A New Perspective” and “Advocacy: A Common Thread” provide an in-depth approach to elevating the internal audit profession throughout the world.

Feeling ill-equipped to take on such a challenge? Read on!
The opportunities for both the internal audit profession and The IIA are at an all-time high. The Institute’s strategic plan sets the tone for the profession with one overarching goal: By 2013, internal auditing will be universally recognized as a profession. The effective and creative use of public relations and advocacy by Global Headquarters and all IIA chapters and institutes is essential to achieving this lofty strategic goal. And considering the confusion and misconceptions about the profession today, it is evident that much work lies ahead.

It has been said that the first step is often the most difficult part of the journey. Our first step along the path to awareness is making a commitment to elevate the profession. And an excellent way for chapters and institutes to demonstrate that commitment is by participating in International Internal Audit Awareness Month. Although this IIA celebration takes place each year in May, a successful campaign can require a full year of planning by participating chapters and institutes. Many even begin the planning process for the next year’s Awareness Month as early as June or July. The most successful campaigns are those that implement diverse and creative strategies for garnering media exposure and influencing executive management, boards, audit committees, and other stakeholders.

We also encourage you to tap into our ever-growing resources, including a broad range of electronic and print brochures, posters, presentations, and other tools that will help improve your ability to talk about the profession, promote its value, and position internal auditing for success within your organization. And our organizational governance newsletter, Tone at the Top, is available in both hard copy and as a free download. This quarterly newsletter is an excellent, quick-read educational publication for you to share with your audit committee members.

Internal audit professionals from all over the globe report the same scenario: There is a universal lack of understanding of the internal audit profession, how it makes a difference in regard to organizational governance, risk, and internal control; and its value to stakeholders. Most people, even some of whom are seemingly savvy business professionals, are uninformed about internal auditing. Many consider internal auditors to be accountants, or at least finance people only concerned about the numbers. Perhaps this misconception is because internal auditing got its start in the finance arena.

Therein lies the challenge: to change the way the world looks at internal auditing, to ensure it is recognized as a unique profession in its own right, and to build global acknowledgement of its critical contribution to organizations committed to doing the right thing.
Influencing Stakeholders

One of the best ways for an IIA chapter or institute to influence stakeholders is by increasing exposure of key messages through the effective use of strategic media relations. By “strategic,” we mean that every media relations activity should pursue a specific communication goal.

On a global basis, chapters and institutes should communicate internal auditing’s value consistently and positively to organizations and the public; elevate the value of the internal audit profession; and build awareness of The IIA as internal auditing’s global voice, acknowledged leader, and standard-setter.

But how do you go about accomplishing these goals? Start by deciding whom you want to reach, what you want to say, and how you want to deliver your message.

Primarily, The IIA’s target audiences include:

- **Internal auditors.**
- **Boards of directors and audit committees.**
- **Executive management.**
- **External auditors.**
- **Audit customers.**
- **Students and academia.**
- **The business community at large.**
- **Other thought-leading organizations and standard-setters.**
- **Regulators and legislators.**

Simplifying information to its most basic elements is very important if you want your messages communicated accurately. Each message should be tailored to fit its desired target audience(s).

Based on in-depth professional guidance and best practices, The IIA has developed a variety of key messages on the profession, risk, internal control, governance, fraud, and internal audit practice.

Specific messages include the difference between internal and external auditing, how internal auditors maintain independence and objectivity, and the role of internal auditing in preventing and detecting fraud. These messages and reader-friendly “sound-bites” are available online in The IIA’s Newsroom.

There are many tools for delivery of messages to the media. They include, but are not limited to:

- **Articles.**
- **Bios.**
- **Charts and graphs.**
- **Fact sheets.**
- **Interviews.**
- **One-on-one meetings.**
- **Online newsrooms.**
- **Photos.**
- **Press conferences.**
- **Press kits.**
- **Press releases.**
- **Quotes.**
- **Research reports.**
- **Speaking engagements.**
- **Special events.**
- **Statistics.**
- **Surveys.**
- **Video and studio recordings.**

Different Strokes For Different Folks

All types of media are not alike. It is important for you to have a general understanding of how the media work in your country. Also, the needs of newspapers, magazines, and electronic media, and the preferences of specific reporters differ. Generally, the media require messages that are factual, compelling, succinct, and relative to the topics and issues they cover. Print media usually require in-depth detail, television media look for more brevity and visual appeal, radio outlets prefer brief snippets of information called sound-bites, and Web sites prefer timely information. In regard to individual preferences, some journalists prefer e-mail and do not accept phone calls, while others might be open to meeting in person. Researching their preferences is critical to the success of your media relations efforts.
To attract the attention of stakeholders — especially the media — messages must be “newsworthy.” What’s considered “news” for one type of media isn’t necessarily the same for others. The key to understanding what the media consider news is to read, watch, and listen to the media outlets you target. Imagine how a particular media outlet might tell a story about internal auditing or The IIA, and then decide how to position the information for the most appealing story with that outlet.

Examples of internal audit storylines or angles that would make good news stories include:

- **Salaries Escalate for Internal Auditors.**
- **Internal Auditing Listed as Hot Career Option.**
- **Research Shows Ethics Important to Internal Auditors.**
- **Highly Anticipated Guidance Helps Organizations Combat Fraud.**
- **IIA Provides Input on New Governance Legislation.**
- **Universities Offer Internal Audit-focused Curricula.**
- **Growing Number of Internal Auditors Pursue Global Certification.**
- **Technology Risks Rise to Top of Management’s Concerns.**
- **Audit Committees Should REALLY Talk with the Internal Auditors.**

Sometimes it’s just as valuable to be a resource for a story as it is to be the focus of a story. Being a media resource can help get your spokesperson quoted. And it’s okay if you occasionally serve as a reporter’s educator. Even if internal auditing or The IIA is not mentioned, journalists who appreciate your help are more apt to repay you with positive coverage at a later date.

The IIA’s online Newsroom is chock-full of tools that will help you enhance your media effectiveness. Press releases applicable throughout the globe are available for download and use, as are various templates, tip sheets, and other forms of media relations guidance. You also can view reports about The IIA’s success in global media relations, along with samples of media coverage.

The IIA’s Web site and Newsroom provide a veritable treasure chest of resources, tips, and techniques for attracting the attention of the media and others you most want to influence.

If you have questions or can’t find what you need, just contact us. The IIA’s Corporate Communications & PR staff is available to guide and support you, as well as obtain your feedback.

If you have additional ideas for bringing awareness-building activities to fruition, we’d like to know about them. Please contact us at IIA Global Headquarters by e-mailing PR@theiia.org.

**WHAT’S NEW(S)?**

News comprises information that is:

- NEW
- INTERESTING
- RELEVANT
- TIMELY
- FACTUAL
- UNBIASED
- HELPFUL
- INSIGHTFUL
Society as a whole benefits when children grow up to be capable and educated citizens, active community members, responsible employees, and leaders.

Invest. Involve. Inspire. This is how we all can make a difference in the lives of the children who will become a part of tomorrow’s business arena. Helping young people learn about the profession and how it fits into the business continuum is a rewarding long-term strategy for elevating the profession.

Through a Memorandum of Understanding that The IIA and Junior Achievement (JA) Worldwide signed in 2005, the two organizations partnered in support of good governance and strong ethics in the business community. This partnership is helping educate K–12 students on business issues such as ethics, integrity, corporate accountability, and financial literacy.

JA is the world’s largest organization dedicated to educating young people about business, citizenship, economics, entrepreneurship, ethics and character, financial literacy, and career development. Reaching more than eight million students worldwide, JA inspires and prepares young people to succeed in a global economy.

With “Member Nations” in many of the same countries as our institutes, JA offers diverse opportunities for IIA member involvement all around the world. Programs vary and include such activities as volunteering in a classroom, participating in “JA in a Day,” or taking part in a JA fundraiser. In addition, some of The IIA’s partners are collaborating with JA to develop surveys and programs. For example, Deloitte works with JA on the annual Teen Ethics Survey, and sponsors two JA programs, “Business Ethics” and “Excellence through Ethics.”

Support the future by encouraging your members to get involved individually or by championing the implementation of a full-scope chapter or institute initiative with JA. Your involvement not only will inspire young people, but also can build awareness for the internal audit profession.

To find your local JA office, visit www.ja.org. For more information about The IIA’s JA partnership, contact PR@theiia.org.

After the Enron debacle and other corporate scandals, a Junior Achievement/Deloitte survey found that 40 percent of teens might act unethically if instructed by their boss, and more than a third of teens would likely lie to their boss to cover up a mistake they made at work. These statistics point to the importance of The IIA’s relationship with JA. IIA President Dave Richards, CIA, demonstrated his belief in the potential impact The IIA could have on the next generation of business professionals by personally visiting the classroom to discuss just how critical ethics are to good business. Dave engaged in thought-provoking interactions with Lyman High School economics students in Orlando, Fla. He posed to the students such questions as, “Do you consider scandal and poor ethics as just part of our business culture?” and “How do you determine what is right and what is wrong?”
In addition to IIA Global Headquarters’ initiatives to elevate the profession and enhance global understanding, many chapters and institutes around the world are implementing in-depth communications and public relations campaigns. Once you have achieved success and have experienced the “thrill of victory” in building awareness and changing perceptions, be sure to participate in The IIA’s INTERNATIONAL MASTERING ADVOCACY PROGRAM (IMAP).

This award program requires in-depth documentation of advocacy and public relations campaigns, strategies, and outcomes; and recognizes the extraordinary achievements of chapters and institutes around the world who speak out on behalf of the profession. Their efforts influence key stakeholders and — through effective media relations, public relations, and advocacy outreach — promote the value that internal auditing adds to organizations.

Over the years, IMAP winners (IIA-JAMAICA, IIA-MALAYSIA, IIA-NEW ORLEANS (USA), IIA-PHILIPPINES, IIA-SPAIN, IIA-THAILAND, IIA-TULSA (USA), and IIA-TURKEY) have served as role models for successfully elevating the profession. They have implemented a variety of creative strategies such as community events, publicity campaigns, and advocacy outreach to legislators and regulators.

In 2007, IIA Global Headquarters presented IMAP awards to IIA-MALAYSIA and IIA-TURKEY, both of which well demonstrated their commitment to and mastery of elevating the profession.

IIA-MALAYSIA established the INTERNAL AUDIT SALARY SURVEY MALAYSIA, presented the 2006 CORPORATE AWARD to five organizations for their strong commitment to the continued professional development of internal auditing, donated internal audit publications to a local library, participated in career fairs, presented an award to the BEST STUDENT IN INTERNAL AUDITING at a STUDENT EXCELLENCE DAY organized by the University of Science, Malaysia; made presentations on internal auditing at local universities; held an EDUCATORS’ FORUM with more than 30 private and public universities; and worked to strengthen relationships with key organizations.

IIA-MALAYSIA also positioned the profession in a positive light by inviting local media to its annual conference, which resulted in coverage by seven printed publications, on two Web sites, and in four broadcast news segments.

IIA-TURKEY took on the formidable tasks of building relationships with government officials, including the president of Turkey and the European Union general secretariat of Turkey; lobbying the Turkish government to make changes to the regulations that affect internal auditing; and establishing a task force with Turkey’s largest business organization, TUSIAD, to promote the profession to the private sector. Efforts also included strategic alliances with the Istanbul Chamber of Commerce, Turkey Banking Supervision and Audit Agency, and the Turkey Internal Audit Coordination Board.

In addition — in response to requests for academic programs and curricula from numerous universities — IIA-TURKEY formed an academic relations committee to create a MASTER OF INTERNAL AUDIT PROGRAM.

IIA-TURKEY also conducted a strong media relations program, resulting in frequent interviews and coverage by numerous magazines, newspapers, and broadcast media outlets. This media exposure and visibility influenced stakeholders throughout the country, enhancing their perceptions of internal auditing’s value.

Those aspiring to successfully elevate the profession and become models of mastery must reach out to and influence various key target audiences. Diverse strategies and tactics must be used to influence the divergent targets, but please do not be intimidated. You are not alone. The IIA is right by your side!

FOR MORE INFORMATION
Contact Corporate Communications & PR at IIA Global Headquarters.
Internal auditing and public relations: Aren’t these two professions at opposite ends of the spectrum? Don’t people who practice them think differently, behave differently, and have totally different goals, objectives, and strategies? Maybe, but maybe not.

Think about it — competent public relations activities:

- Identify the best strategies (EFFECTIVENESS) for each situation.
- Serve as advisor (CONSULTANT) to management.
- Recommend tactics for doing more with less (EFFICIENCIES).
- Require communicating, analyzing, problem-solving, cooperating, reviewing, monitoring, paying attention to detail, being creative and innovative, and persevering (SKILLS).
- Anticipate what could happen (RISKS) and prepare in advance for possible repercussions.
- Are based on sound and proven principles (STANDARDS).
- Are in a challenging PROFESSION with an affinity for WIN-WIN SOLUTIONS.

So every time you have an opportunity to promote the profession, don’t give it a moment’s hesitation. Just jump right in and become a PR representative for the internal audit profession. Do what you already do, but do it with a slightly different perspective — a public relations perspective!

What if … we as professional internal auditors are our own worst enemies when it comes to elevating our profession and building awareness of our value?

What if … we all made a pledge to use words that a child could understand to explain our day-to-day roles and responsibilities?

What if … together, we really can change the way the world looks at internal auditing?