In Conversation With...Effective Approach to Audit Team Transformation

NASBA Field of Study: Personnel/Human Resources
Knowledge Level: Intermediate
CPE: 1

Moderator:
Bill Michalisin
Executive Vice President, Chief Operations Officer
The Institute of Internal Auditors

Stacey Schabel, CIA, CPA
Vice President and Chief Audit Executive
Jackson National Life Insurance Company

Making your team one that people look forward to being a part of each day is crucial to talent retention, motivation, and attraction. If your team doesn’t currently fit this mold, team transformation is essential. Teams characterized by positive energy, honest communication, clear expectations, authentic leadership, opportunities for growth and development, challenging projects, and collaboration will attract and retain tomorrow’s leaders while the others struggle to keep up.

In this session, participants will:
• Receive tips for creating and fostering a high-functioning team environment, developing a talent pipeline, and inspiring and motivating their team.
• Understand the keys to building and sustaining an effective audit team.
• Learn how to structure their audit team for future success without massive hiring and firing.

Bill Michalisin joined The IIA in 2013 as chief marketing officer leading all brand, marketing, communications, sales, and relationship enablement strategies across all global IIA channels. In 2014, his role was expanded to include oversight as the executive director of The IIA’s Research Foundation, and in 2015, he assumed the role of chief officer for IIA operations. In his current role, Michalisin leads all operations and core services offered to IIA members globally, including Membership, Chapter & Institute Relations, Certifications, Conferences, Learning Solutions, Partnerships, and Enterprisewide Sales & Business Development. Prior to joining The IIA, Michalisin was industry marketing leader for consumer and industrial products at Deloitte, which included responsibilities for cross-functional delivery within aerospace and defense, automotive, consumer products, process and industrial products, retail and distribution, and travel, hospitality, and leisure sectors. Earlier in his career, Michalisin was a business process strategy and fraud/forensic investigation consultant at both Deloitte Consulting and Accenture, providing consulting services to clients in media and entertainment, consumer products, manufacturing, and financial services.

Stacey Schabel has more than 17 years of audit and risk management experience. She is responsible for a North American group-wide internal audit team that examines and evaluates the key activities and processes
supporting the North American operations of Prudential plc, including Jackson National Life Insurance Company. She assists the board, audit and risk committee members, and executive management in protecting the organization’s assets, reputation, and sustainability by assessing and reporting on the overall effectiveness of risk management, control, and governance processes. Schabel serves on The IIA’s Global Financial Services Guidance Committee and is the Chief Audit Executive Engagement Chair for the Lansing, Michigan chapter.

Auditing at the Speed of Risk

NASBA Field of Study: Auditing
Knowledge Level: Advanced
CPE: 1

Richard Chambers, CIA, QIAL, CGAP, CCSA, CRMA
President and Chief Executive Officer
The Institute of Internal Auditors

In the 21st century, risks emerge at warp speed, often catching organizations unaware and unprepared. The consequences can be devastating. To protect and enhance value, internal auditors must elevate their capability to audit at the speed of risk.

In this session, participants will:

- Gain insights into the dynamic nature of risk in the 21st century and the velocity with which it can approach unsuspecting organizations.
- Understand the compelling need and effective strategies for internal auditors to identify emerging risks long before they present a clear and present danger to their organizations.
- Discuss disruptive risks facing the auditing profession, the organizations it serves, and how these disruptive forces may impact its ability to serve organizations in the decade ahead.
- Discover effective strategies to audit smarter, better, and faster — to audit at the speed of risk.

Richard F. Chambers, CIA, QIAL, CGAP, CCSA, CRMA, is president and CEO of The Institute of Internal Auditors (IIA), the global professional association and standard-setting body for internal auditors. Chambers has more than four decades of internal audit and association management experience, mostly in leadership positions. Prior to taking the helm of The IIA in 2009, he was national practice leader in Internal Audit Advisory Services at PricewaterhouseCoopers; inspector general of the Tennessee Valley Authority; deputy inspector general of the U.S. Postal Service; and director of the U.S. Army Worldwide Internal Review Organization at the Pentagon. He currently serves on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) Board of Directors; the International Integrated Reporting Council (IIRC); and The IIA Board of Directors, as well as the Georgia State University School of Accountancy Advisory Council and the University of Alabama Culverhouse School of Accountancy’s Professional Advisory Board. Chambers also has served on the U.S. President’s Council on Integrity and Efficiency. Accounting Today ranks Chambers as one of the Top 100 Most Influential People shaping the accounting profession, and he is recognized by the National Association of Corporate Directors (NACD) as one of the most influential leaders in corporate governance. In 2016, Chambers was honored by American City Business Journals’ Orlando Business Journal as a top CEO of the Year. Chambers has authored two award-winning books: Trusted Advisors: Key Attributes of Outstanding Internal Auditors,
which was released in early 2017; and Lessons Learned on the Audit Trail, which is currently available in five languages.

Role of Artificial Intelligence and Automation to Assess Emerging Risks

NASBA Field of Study: Information Technology
Knowledge Level: Advanced
CPE: 1.5

Manuel Coello
Senior Director, Data Analytics
CVS Health

Steve Biskie
Director, Risk Advisory Services
RSM US LLP

We often hear stories about the benefit of data analytics (DA) in the fieldwork/testing phases of an audit; however, some of the easiest/quickest wins can actually be made when applying DA to the planning process. Participants in this session will see first-hand — through the use of real-life examples applicable to most organizations — how, where, and when DA can be applied to the audit planning cycle.

In this session, participants will:

- See examples of DA for audit planning and brainstorm ideas for DA within their own audit planning processes.
- Learn about the use of, and techniques for, DA supporting the core audit processes that occur before fieldwork.
- Walk away with a 5-step checklist for implementing DA in their organization.
- Create a project plan for implementing DA for audit planning within the next 30 days.

Manuel Coello has a 20-year background in data analytics, automated audit processes, system implementations, and operations with Big Four and Fortune 500 companies, including CVS Health, GE, Stanley Black & Decker, Northrop Grumman, and EY. Passionate about maximizing audit impact by leveraging data, technology, and analytics, he is an internationally recognized expert in continuous auditing, analytics, and audit automation. While at Stanley Black & Decker, he won an ACL Impact Award for North America for the implementation of a continuous auditing program. Coello’s worldwide experience has spanned the Americas, Europe, Africa, and Asia.

Steve Biskie has been working in audit, compliance, and IT risk management for over 23 years. His IT experience includes public accounting, private industry, and specialized risk management consulting firms. Considered an international expert in SAP audit and risk management issues, Biskie has published numerous audit-related topics for SAP Professional Journal and written articles for SAP GRC Expert. He authored Surviving an SAP Audit and was an expert reviewer for Security, Audit, and Control Features: SAP ERP (Third and Fourth Editions). He is a thought leader in audit analytics and continuous monitoring, and is a four-time IIA All Star speaker.
**Tools and Strategies to Make Data Analysis Work**

*NASBA Field of Study: Specialty Knowledge  
Knowledge Level: Intermediate  
CPE: 1.5*

Jan Beckmann  
Owner  
Jan Beckmann Training & Consulting

Have you tried implementing data analysis into your audit approach but were frustrated with the time it takes to complete, lukewarm results, employee turnover, and audits that feel like they go on forever? Jan Beckmann spent more than 20 years creating and testing procedures to really make data analysis work in an internal audit approach. She has put those key tools and approaches together to help you.

In this session, participants will:

- Understand the need for adjusted timelines, scheduling, and management communication.
- Learn what templates, guidelines, and reporting are suggested for quality results.
- Gain a clear approach for how to select, develop, and retain great data analysts.

Jan Beckmann blends her unique combination of humor, energy, and technical knowledge to provide powerful training and consulting. Based in St. Louis, she spent 20 years in the audit profession with Deloitte, Anheuser-Busch, ACL, and BrownSmithWallace and built a go-to data analysis practice. Her business and leadership skills combine with a pragmatic approach her clients love.

**Innovative Approach to Audit Reports**

*NASBA Field of Study: Auditing  
Knowledge Level: Intermediate  
CPE: 1*

Neil Frieser, CIA, CPA  
Senior Vice President, Internal Audit  
Frontier Communications

This session will delve into developing new and innovative internal audit report formats using best practices examples and graphical elements to aid in presentation format.

In this session, participants will:

- Learn about an innovative approach to developing audit reports for operational and implementation audits.
- Obtain a clear understanding of the linkage between findings, maturity, and overall report ratings.
- Take away best practice examples for organizing and presenting content within audit reports.

Neil Frieser is senior vice president of internal audit for Frontier Communications, an $8 billion company with customers in 29 states. Previously, as vice president of internal audit for Warner Music, he managed Viacom’s
global Sarbanes-Oxley compliance function. Earlier in his career, he was CFO for Simon & Schuster’s medical publishing operations and an audit and transaction support manager with PricewaterhouseCoopers. Frieser is currently vice chairman of the North American Board and a member of the Global Board of The IIA. The author of multiple articles on corporate governance and compliance, he has chaired, since 2016, an annual conference focused on cybersecurity collaboration between the government and the private sector.

Managing and Delivering Internal Audit’s Data and Analytic Needs

*NASBA Field of Study: Information Technology*

*Knowledge Level: Intermediate*

*CPE: 1*

David Dunn, CIA, CPA, CITP, CGMA
Executive Vice President, Assistant General Auditor
The PNC Financial Services Group

Derrick Thomas, CISA, CISSP, CGEIT
Senior Vice President and Director, Advanced Data and Analytics Solutions
The PNC Financial Services Group

Balancing all the requests of your internal business units is vital for the success of your internal audit data analytics function. Learn about our journey to building a data analytics function that enhances audit service delivery.

In this session, participants will:

- Understand common pitfalls to watch out for while meeting client needs.
- Review steps for enhancing end-user experience levels and timelines.
- Analyze the value of building once and showcasing often, including obtaining buy-in and identifying stakeholders to champion their effort.

**David Dunn** is responsible for leading the internal audit function for PNC’s information technology as assistant general auditor for The PNC Financial Services Group. He was previously senior vice president and senior audit director of global technology and operations for Bank of America. Dunn’s 24+ years of experience in technology, audit, and financial services include The Royal Bank of Scotland, where he served as head of operational risk management (ORM) and as director of ORM technology and the Basel II program. Earlier, he held senior leadership positions at Capital One Financial, PeopleSoft, and Corning.

**Derrick Thomas** is a director in charge of the advanced data and analytic solutions (DAS) team within PNC’s technology audit group. His team is responsible for data analysis, data procurement, code review, and infrastructure management functions within the internal audit department, as well as for the department’s advanced analytic development, including robotics process automation (RPA), machine learning, and other emerging analytic hot topics. He is an accomplished accounting, audit, project management, and risk professional and specializes in data analytics, IT audit, risk management, and security. Thomas is also an adjunct-instructor and speaker for several professional service organizations, including The IIA and ISACA.
Digital Auditor Hype Check: Separating Automation Myths From Practical Realities

NASBA Field of Study: Business Management & Organization
Knowledge Level: Intermediate
CPE: 1

Donald Gallien, CPA, CISA, CRCM, CISSP
Vice President, and Portfolio General Auditor
American Express

Joe Pizzuto
Vice President, General Auditor, and Head of Strategic Risk Management
General Motors

Paul Wigham, CRMA, CMIIA
Senior Managing Director, General Insurance, Internal Audit Group
AIG

Michael Smith, CPA
Partner
KPMG

Intelligent automation is on everyone’s radar. Automation centers of excellence are popping up everywhere. Without conventional wisdom to guide them, internal auditors are engaging with these technologies in radically different ways. And rumors abound. Will automation bring a Utopian future where auditors focus on the “fun parts” of the job? Are automated audits a pipe dream? Will automation disrupt the traditional three lines of defense? We’ll use real examples to separate hype from reality.

In this session, participants will:

- Develop ideas on how the auditor of the future looks, discuss the myths of automation and analytics, and understand what is achievable and even desirable.
- Learn how internal functions are leveraging automation and analytics to enhance the value of the audit process.
- Recognize opportunities and pitfalls inherent in automation technology from an auditor’s perspective.
- Relate automation experiences from other internal auditors and business criteria for successful automation use cases to their own departments and organizations.

Donald Gallien is a vice president, portfolio general auditor at American Express. He leads audit teams performing information technology audits and data analytics for the internal audit group. Previously, he was a senior vice president, treasury systems at Countrywide Financial Corporation, where he led the corporate treasury information technology function. He was also a manager in Deloitte & Touche’s enterprise risk services practice, and held other audit positions in industry and government.
Joe Pizzuto manages a global team of audit professionals providing independent, objective assurance on the effectiveness of GM’s risk management, governance, and controls. He’s also responsible for managing GM’s strategic risk management function, assisting management and the Board in evaluating strategic and operating risks, and maintaining an effective ERM framework. Previously, as CAE at GE Capital, Pizzuto led a team of more than 350 audit professionals based in 16 countries worldwide. Prior to GE, he spent 18 years with Citigroup and its predecessor companies, including serving as chief auditor of Citibank. He was also chief auditor of Smith Barney and managing director of internal audit for Citigroup Latin America.

Paul Wigham joined AIG in 2013 in London as audit managing director for EMEA, then assumed additional responsibility for audit coverage of the global claims and operations function. He moved to New York in 2016 to assume the role of senior managing director for general insurance, which he continues today. Wigham, who has worked in the financial services sector for almost 30 years, has experience across a range of banking, asset management, and insurance businesses, holding senior internal audit roles in New York, London, Ireland, Kuwait, and Saudi Arabia.

Mike Smith has worked extensively with internal audit and SOX departments constantly challenged to do more with less. His passion for using emerging technologies to drive real business results led him to become KPMG’s intelligent automation leader for internal audit, serving clients that use robotic process automation, cognitive automation, and artificial intelligence to improve risk, assurance, and cost outcomes. Smith’s innovative work to help auditors through every phase of the intelligent automation journey has resulted in time saved, improved assurance, and increased insights. As a frequent presenter and author on the subject of intelligent automation, he enjoys separating fact from fiction using real stories and practical examples.