

Vision 2020s: Internal Audit Priorities in the Decade Ahead

Learning Level: Intermediate

NASBA Learning Field: Auditing

CPE Credits: 1.2

Richard F. Chambers, CIA, QIAL, CGAP, CCSA, CRMA

President and Chief Executive Officer

The Institute of Internal Auditors

The 2020s will almost certainly pose significant new challenges and opportunities for internal audit. Risks are evolving at an unprecedented rate, and internal auditors at all levels must prepare for what lies ahead. It's often said that the best way to predict the future is to study the past. We must look where we've been, where we are now, and, importantly, where we are headed. Our mission is to determine how we will get there.

In this session, participants will:

- Understand the rise of “Uber” auditing, whereby practitioners with specific skills offer their services through short-term, on-demand contracts.
- Assess the increasingly significant role of data ethics and artificial intelligence governance in how work gets done.
- Recognize today's young internal auditors as tech-savvy, tech-fearless, and motivated to integrate technology into audit and governance strategies.
- Discover how internal audit is advancing beyond the “bean counter” stereotype by addressing emerging risks, embracing technology, and providing insight and foresight.
- Gain insight into how internal audit serves both the public interest and the organization by supporting good governance.

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.

Auditing Culture: Frameworks and Proven Techniques

Learning Level: Advanced

NASBA Learning Field: Auditing

CPE Credits: 1.2

James Roth, Ph.D., CIA, CCSA, CRMA
President
AuditTrends, LLC

This session will go beyond theory by presenting actual frameworks and audit tools being used today for auditing culture. Presenters will cover Prudential's framework and approach for auditing risk culture, a Grant Thornton framework and approach, ING's use of metrics and root cause analysis, and the University of Minnesota's employee survey. Attendees will hear about a structured interview guide, as well as how a combination of techniques was improved over time.

In this session, participants will:

- Realize that the goal of auditing culture is not to reach a point in time conclusion, but to continually enrich stakeholders understanding of the culture.
- See examples of various audit techniques being used today to meet this goal.
- Take away two cultural frameworks, two practical evaluation tools, and two lists of metrics that can provide quantitative evidence.
- Learn how to improve an existing entity-wide employee survey to help integrate culture into audit planning and audit projects.
- Understand the keys to success in meeting the challenge of auditing culture.

James Roth is president of AuditTrends, LLC, a training firm devoted to identifying and communicating internal audit best practices. He has published nine books, including *Best Practices: Evaluating the Corporate Culture*, and seven other major educational products for The IIA, including *Vision University*. His article, "How to Audit Culture," won the John B. Thurston Award as the best article in *Internal Auditor* magazine in 2017. He is also a recipient of the Bradford Cadmus Memorial Award for his contributions to the advancement of the internal audit profession.

In Conversation With...Using New COSO Guidance in a Transformational World

Learning Level: Intermediate
NASBA Learning Field: Auditing
CPE Credits: 1.2

Paul J. Sobel, CIA, QIAL, CRMA
Former Vice President/Chief Risk Officer
Georgia-Pacific LLC

Moderator:
Larry Harrington, CIA, QIAL, CRMA, CPA
Former CAE, Raytheon
Past Chairman, IIA Global Board of Directors

During this In Conversation With session, the Chairman of COSO will inform participants on new and updated guidance issued by COSO in the past six months. Guidance on managing cyber, blockchain, and compliance risks and controls will be emphasized.

In this session, participants will:

- Learn how to apply risk management principles to manage cyber risks.
- Evaluate the types of controls necessary for blockchain and distributed ledgers.
- Develop a practical approach to establishing risk appetite.
- Understand how to leverage risk management to create and protect value.
- Apply risk management techniques to manage compliance with laws and regulations.

Paul Sobel was appointed COSO chairman in February 2018. He is leading the board in developing guidance and thought leadership on enterprise risk management, internal control, fraud, and governance. Sobel retired from Georgia-Pacific in 2020 after serving as vice president/chief risk officer and vice president/chief audit executive (CAE). He was previously the CAE for three public companies: Mirant Corporation; Aquila, Inc.; and Harcourt General's publishing operations. Sobel has served in various leadership roles with The IIA, including Chairman of the Board; in 2017, he received the Bradford Cadmus Memorial Award for distinguished service to the profession and was inducted into the American Hall of Distinguished Audit Practitioners. He has authored or co-authored four books and been named to Treasury & Risk Magazine's list of 100 Most Influential People in Finance. He currently sits on the Consultancy Advisory Group for IFAC's International Auditing and Assurance Standards Board and International Ethics Standards Board for Accountants. In the past, Sobel served on the COSO ERM Advisory Council for the update to the COSO ERM framework and the Standing Advisory Group of the PCAOB.

Larry Harrington served as global chairman of The IIA and chief audit executive (CAE) for Raytheon Company. He helped Raytheon advance its culture of diversity and inclusion and was a key driver in developing a diversity strategy for The IIA. As global IIA chairman, Harrington urged internal auditors to enhance their value by undertaking professional development opportunities. He previously led the internal audit function for several Fortune 100 companies, where he also served in other areas, including finance, human resources, and operations. Harrington speaks frequently at seminars on auditing, change management, people development, and motivation.

OnRisk 2020: A Guide to Understanding, Aligning and Optimizing Risk

Learning Level: Intermediate

NASBA Learning Field: Specialized Knowledge

CPE Credits: 1.2

Harold Silverman, CIA, CRMA, QIAL
Managing Director, CAE Services
The Institute of Internal Auditors

Harold Silverman, Managing Director, CAE Services at The IIA, will lead a discussion around key findings from recent groundbreaking research revealed by The IIA in OnRisk 2020: A Guide to Understanding, Aligning, and Optimizing Risk.

In this session, participants will:

- Study key risks for 2020 and beyond.
- Examine board overconfidence with regards to an organization's ability to manage key risks.
- Analyze risk strategy concerns.
- Review misalignment dangers.

Harold Silverman previously was vice president of internal audit at The Wendy's Company. Prior to Wendy's, he was the vice president of internal audit at Houghton Mifflin Harcourt Publishing Co. Before that, he served as senior manager of internal audit at Raytheon Co. Prior to Raytheon, Silverman was an internal audit manager at PricewaterhouseCoopers, and he gained external audit experience at Arthur Andersen.

Data Analytics: Getting Started in Small Departments

Learning Level: Intermediate

NASBA Learning Field: Auditing

CPE Credits: 1.2

Bradley Carroll, CIA, QIAL, CFSA, CRMA, CPA, CFF
Principal, Process, Risk, and Governance (PRG) Group
Frazier and Deeter, LLC

Amber Schrock, CPA, CISA
Director, Process, Risk, and Governance (PRG) Group
Frazier & Deeter, LLC

Our goal is to bring awareness to the opportunities for implementing data analytics in routine testing in small audit shops. We are not attempting to teach how to use a specific DA tool or technique, but to teach how to recognize the opportunity to use DA in auditing, and to show practical examples of small or simple DA implementation to overcome the inertia and intimidation small shops often face.

In this session, participants will:

- Identify the diverse skills needed to accomplish DA on small audit teams. (Hint: it's a group effort — both IT and non-IT skills are needed!)
- Overcome inertia and learn to establish a repeatable process for DA, with a focus on staff development.
- List potential challenges to more successful DA efforts and discuss ways to overcome these challenges.
- Brainstorm ideas for quick wins and share examples of innovative ways to provide enhanced assurance.
- See practical examples from real-life DA used in a small audit department.

Bradley Carroll held internal audit positions with \$990M Central Bank, Carter's Childrenswear, and \$72B Wachovia Bank early in his career. He then started and sold a CPA practice before returning to internal audit as the first CAE of \$5B State Bank Financial Corporation, where he developed a risk-based methodology, staffed the department, automated workpapers, developed KPI dashboards for audit committee reporting, and became heavily involved in using data analytics. Carroll is currently a principal in the process, risk, and governance department with Frazier & Deeter as their financial services practice leader. He also serves on The IIA's Financial Services Advisory Board and has given presentations at numerous conferences.

Amber Schrock is a Process, Risk & Governance Manager in Las Vegas with 10+ years of IT audit and internal controls within the gaming industry. She is an IT and Internal Audit specialist with experience identifying and testing General IT Controls ("GITC"), providing support for services related to Internal Controls for Financial Reporting and evaluating and concluding on deficiencies identified through these efforts.

Providing value to clients through risk assessments and diligent communication before, during, and upon completion of engagements. Amber currently serves as the immediate-past President of the Las Vegas chapter of the IIA and is also active in the Las Vegas chapter of ISACA.

Prior to joining Frazier & Deeter, Amber was in Deloitte's Enterprise Risk Services group. Selected clients served with Frazier & Deeter and Deloitte include Boyd Gaming Corporation, Scientific Games, Hard Rock Casino, Affinity Gaming, and Las Vegas Sands Corporation.

Influencing Without Power: Creating Collaborative Change

Learning Level: Intermediate

NASBA Learning Field: Communications and Marketing

CPE Credits: 1.2

Daniel Samson, CIA, Six Sigma Black Belt
Head of Internal Audit and Chief Audit Executive
SRI International

The relationship between auditors and customers is often viewed as a transaction – we ask, they give. Unfortunately, we lose opportunities to add value with this method. The customer is less likely to approach us with a problem they are facing, ask for advice, or include us in initiatives. Hear real-life stories of significant issues that were mitigated because trusting customer relationships that transcended individual audits and projects had been established.

In this session, participants will:

- Learn about the CREATE model for building healthy, long-lasting customer relationships.
- Examine how to develop customer commitment, demonstrate respect, employ empathy, and be authentic.
- Gain insights into establishing trust with stakeholders and understanding expectations.
- Discover three immediate “go-do’s” that will transform customer engagement.

Daniel Samson is an audit executive and thought leader with 20+ years of experience transforming cross-enterprise processes, risk frameworks, and internal audit organizations to deliver more than \$100 million in cost savings and avoidance. Samson speaks frequently on auditing for value, customer relationships, and process improvement. He also authored a guide for creating and sustaining a value-added internal audit function. Samson serves on the Board of Governors of The IIA's San Francisco chapter, and was previously a member of The IIA's Global Guidance Development Committee. As head of internal audit for SRI International, he oversees global audit, corporate policies administration, and enterprise risk management.

Integrating Audit Analytics With Your Automation Program: A Powerful Marriage

Learning Level: Advanced

NASBA Learning Field: Information Technology

CPE Credits: 1.2

Tim Berichon, CISA, CGMA
Director, CAE Services
The Institute of Internal Auditors

Steve Biskie, CISA, CGMA
Director, Risk Advisory Services
RSM US LLP

The topic of automation, and RPA specifically, has been taking the business world by storm. What might not be initially obvious is how automation and analytics often go hand-in-hand, particularly in the context of an audit. Sometimes a “bot” might pull and organize data that can then be assessed via data analytics, whereas other times an analytic might identify the “suspect” that the bot then needs to gather different information around.

In this session, participants will:

- Understand how RPA technologies differ from other technologies that offer automation capabilities.
- See multiple use-cases of the ideal hand-off between data analytics and RPA.
- Review common pitfalls and how to avoid or mitigate them.
- Perform a hands-on live “opportunity scan” to see how to visualize and report on automation priorities.

Tim Berichon is a finance leader and speaker whose diverse, in-depth experience in financial, operational, and compliance activities has spanned multiple divisions, processes, technologies, and international geographies. Adept at improving processes, controls, employee engagement, and customer service, he possesses a 30-year background in finance and operational management and leadership that includes internal audit, operational finance, public accounting, and strategic alliances. Berichon has provided internal audit leadership for multibillion-dollar global public companies, and operational finance leadership in both small and larger business units, including a \$250m complex, international assignment.

Steve Biskie has been working in audit, compliance, and IT risk management in numerous industries for more than 23 years. His experience includes public accounting, private industry, and specialized risk management consulting firms. As a thought leader in the audit analytics and continuous monitoring space, Biskie has helped both compliance and audit functions at some of the largest organizations in the world implement sustainable technology-enabled programs. He has authored numerous articles and audit analytics, is a three-time IIA All

Star speaker on data analytics topics, and taught thousands of audit and compliance professionals in more than one dozen countries how to successfully implement analytics programs.

Creating an Ethical Organizational Culture

Learning Level: Intermediate

NASBA Learning Field: Behavioral Ethics – Non-technical

CPE Credits: 1.2

Michael "Brett" Hood, CFE, MBA

Director

21st Century Learning and Consulting, LLC

Corporate scandals and individual malfeasance make the headlines almost daily. While most organizations try to stem the opportunity for people to stray from their ethical baselines through stronger and better internal controls, they often ignore rationalization and motivation. Learn how to improve internal control systems and create a more ethical organizational culture by addressing opportunity and understanding both how the brain works and how to leverage behavior to impact rationalization and opportunity.

In this session, participants will:

- Explore how the tone at the top affects the ethical profile of organizations.
- Evaluate methods to prevent ethical decisions from becoming business decisions.
- Discuss how employee performance goals can lead to unethical behavior.
- Assess the effects of competition and rivalry on unethical behavior.
- Develop methods to increase performance and intrinsic motivation without inadvertently leading employees to unethical behaviors.

Michael "Bret" Hood is a retired 25-year FBI Special Agent who worked many complex financial crime, money laundering, corruption, and major cases including the 9/11 terrorist attacks, HealthSouth, and Maricopa Investments. He is an ACFE faculty member, forensic accounting professor for the University of Virginia and Mt. St. Mary's University, and the author of two critically acclaimed leadership books, *Eat More Ice Cream: A Succinct Leadership Lesson for Each Week of the Year* and *Get Off Your Horse! 52 Succinct Leadership Lessons from U.S. Presidents*.

Assessing Risk in a Dynamic Risk Environment

Learning Level: Intermediate
NASBA Learning Field: Auditing
CPE Credits: 1.2

Ayaka Mitsunari, CPA
Internal Audit Risk Architect
Uber Technologies Inc.

Sameera Tata, CPA
Internal Audit Risk Architect
Uber Technologies Inc.

Uber operates in 700+ cities, with continued growth in four distinguished lines of business, despite a volatile and highly competitive regulatory environment. It is critical for internal audit and second line functions to stay appraised to protect the company. This session focuses on the critical steps of assessing risk in an ever-changing environment, through the lens of our experience, including effective business profiling and monitoring of business cadence.

In this session, participants will:

- Follow a business profiling framework focused on stakeholder management and gathering insight effectively from the business.
- Distinguish between relevant and priority risks for rationalization.

Ayaka Mitsunari is a risk architect on Uber's internal audit team. She joined the team in the early stages of the company's internal audit journey, first emphasizing pre-IPO initiatives and more recently, the transformation towards a risk-based focus. Within Uber, she led the early maturity review over the revenue platforms and spent significant time supporting the corporate application risk landscape through the IPO-readiness process. An experienced senior manager in internal audit, Mitsunari has a demonstrated history of working in the technology industry. Her background includes more than eight years in public accounting, concentrated on internal and external technology risk assurance.

Sameera Tata is a risk architect on the Uber internal audit team. She joined the team in the early stages of the company's internal audit journey, contributing to both pre-IPO initiatives and the transformation towards a risk-based focus. Her past experience includes roles with the Big Four, encompassing technology, financial services, and commercial internal audit.

Auditing What Matters

Learning Level: Advanced

NASBA Learning Field: Auditing

CPE Credits: 1.5

Tim Berichon, CISA, CGMA

Director, CAE Services

The Institute of Internal Auditors

In today's environment, internal audit is vulnerable — vulnerable to complacency and insignificance. Internal auditors need to break out of their historical frame of reference and embrace agility. Results from The IIA's 2018 Pulse of Internal Audit report show that less than half of internal audit department leaders consider their internal audit functions to be very or extremely agile, and stakeholder engagement could be improved.

In this session, participants will:

- Understand how to build a more agile internal audit function that allows them to say yes to what matters most.
- Be able to deliver on “non-traditional” management requests that matter.
- See the Top 10 strategic initiatives that allowed Cooper Tire & Rubber to build a more agile and relevant internal audit function.

Tim Berichon is a finance leader and speaker whose diverse, in-depth experience in financial, operational, and compliance activities has spanned multiple divisions, processes, technologies, and international geographies. Adept at improving processes, controls, employee engagement, and customer service, he possesses a 30-year background in finance and operational management and leadership that includes internal audit, operational finance, public accounting, and strategic alliances. Berichon has provided internal audit leadership for multibillion-dollar global public companies, and operational finance leadership in both small and larger business units, including a \$250m complex, international assignment.

How to Design and Implement an Adaptive IT Compliance Function

Learning Level: Intermediate

NASBA Learning Field: Information Technology

CPE Credits: 1.5

Ralph Villanueva, CISA, CISM, ITIL, PCI-ISA, PCIP, CIA, CRMA
IT Security and Compliance Analyst
Diamond Resorts International

A huge problem for both internal and IT auditors is the continuing emergence of new and revised IT compliance regulations. Aside from updates to existing regulations, there are updates of existing state or local privacy requirements. Even a dedicated IT compliance department will have a hard time keeping pace. The solution is to find commonalities in all these regulations. Every law and regulation pertaining to digital privacy has three objectives — confidentiality, integrity availability — and impacts three IT compliance components — people, process, technology (PPT). Hence, finding a common thread amongst these regulations and looking at the regulations from a PPT perspective will simplify IT compliance with these privacy and information security regulations.

In this session, participants will:

- Learn a process for looking for common requirements amongst difference regulations
- Enable the audience to use this process to "future-proof" IT compliance
- Point out a cost effective and feasible way to adapt this process across different regulations and avoid duplication of solutions for the same requirement

Ralph Villanueva has been keeping his employers compliant with IT compliance requirements, including those of the Nevada Gaming Control Board, payment card industry, Sarbanes-Oxley, and ISO 27001, since 2010. His 10-plus years of experience in auditing, accounting, and financial management enables him to bridge the collaboration gap between IT and the rest of the organization with regards to communicating and enforcing IT compliance requirements. Villanueva has spoken professionally at more than 20 national and international conferences of The Institute of Internal Auditors (IIA), Information Systems Audit and Control Association (ISACA), Association of Certified Fraud Examiners (ACFE), and Society of Corporate Compliance and Ethics (SCCE).