The world today is fraught with risks. Change and turmoil seemingly arise overnight, leaving existing business and operational strategies and tactics increasingly and sometimes immediately obsolete. To remain relevant, internal auditors must become better informed and tech-savvy to redefine themselves as nothing less than indispensable. In this session, based on former IIA President and CEO Richard F. Chambers’ latest book, practitioners are challenged to become powerful change agents through agility, an innovative mindset, effective communications, and business acumen.

In this session, participants will:
- Gain insights into transforming one’s mindset to thrive in an era of unrelenting change.
- Acknowledge shortcomings and commit to improvement.
- Discover how to let go of what’s comfortable and accept a radical way of thinking.
- Embrace technology as a critical element of internal audit’s mission.
- View independence and objectivity as tools for change — not barriers.

Richard F. Chambers, CIA, QIAL, CGAP, CCSA, CRMA, is the former 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.
Nancy Haig is 2020–21 chairman of The Institute of Internal Auditors (IIA) NA Board of Directors. In this role, Haig provides direction for The IIA’s strategic plan in North America and oversees its implementation. A member of The IIA since 1994, Haig has been an active IIA volunteer, including serving on the Publications Advisory Committee (PAC), the Editorial Board, and the Audit Committee. She also served as a member of the New York City Chapter’s Advisory Committee, as well as on the North American and Global Boards of Directors. She is director of stakeholder relations on The IIA Global Board.

Compliance Risk Management: Applying the COSO ERM Framework
1.2 CPE | NASBA Field of Study: Business Management and Organization | Learning Level: Intermediate

Paul Sobel, CIA, QIAL, CRMA
Chairman
Committee of Sponsoring Organizations of the Treadway Commission (COSO)

Patty Miller, CIA, QIAL, CRMA, CPA, CISA
Owner
PKMiller Risk Consulting, LLC

In a rapidly changing and unpredictable world, compliance risks continue to be prominent in any organization’s risk profile. In late 2020, the Committee of Sponsoring Organizations of the Treadway Commission (COSO) issued guidance to help organizations better understand, evaluate, and manage their compliance risks. Partnering with the Society of Corporate Compliance and Ethics (SCCE) and Health Care Compliance Association (HCCA), this guidance is designed to enhance the application of the COSO ERM framework when managing compliance risks.

In this session, participants will:

- Learn how COSO’s ERM framework provides principles that can be applied to managing compliance and ethics risks.
- Identify ways compliance professionals and internal auditors can leverage this guidance to better understand and evaluate compliance risks.
- Build on the chief audit executive’s role as trusted risk advisor, helping enhance management of compliance risks.

Paul Sobel is the chairman of COSO. He recently retired from Georgia-Pacific, where he served as vice president/chief risk officer and CAE. He has authored or co-authored four books: Managing Risk in Uncertain Times; Auditor’s Risk Management Guide: Integrating Auditing and ERM; Internal Auditing: Assurance and Advisory Services; and Enterprise Risk Management: Achieving and Sustaining Success. Sobel was The IIA’s chairman of the board for 2013–14, and has served in other IIA leadership roles. He has been named to
Patty Miller is the owner of PKMiller Risk Consulting, LLC and has significant management and consulting experience. In her 14 years with Deloitte, she served as the lead risk services partner on significant technology and consumer clients. Her many IIA volunteer roles have included chairman from 2008–09, executive committee member, and chair of the Standards Board. She is a frequent speaker and trainer, and has led and co-authored research projects for The IIA. Miller is the recipient of the William G. Bishop III Lifetime Achievement, Victor Z. Brink, and American Hall of Distinguished Audit Practitioners Awards.

The Snakes and Ladders of External Quality Assurance Reviews

1.2 CPE | NASBA Field of Study: Auditing | Learning Level: Intermediate

Sue Ulrey, CIA, QIAL, CRMA, CFE, FCA, FBP
Vice President, National Practice Leader, Advisory Services
Global Commerce & Information Inc.

There is a requirement to conduct a quality assessment review (QAR) every five years, but many internal audit activities do not. This session will use the game of Snakes and Ladders (Chutes and Ladders or Moksha Patam) to review the common barriers and identify successful strategies for performing a QAR. In navigating one’s game piece, to climb ladders represents successes and to slide down snakes represents the challenges and pitfalls of performing a QAR.

In this session, participants will:

- Discover the types of external quality reviews available and determine which one best suits their organization.
- Explore ways to prepare and plan for a successful QAR.
- Understand the top 10 observations found in QARs and how to address them.
- Identify ways to get value out of a compliance exercise.
- Use the checklists provided to enhance their successes and minimize the stumbling blocks.

Sue Ulrey is a well credentialed, active member of The IIA with 25+ years of internal audit leadership experience in finance, insurance, and healthcare. She speaks frequently at industry and international conferences on topics such as succession planning, internal controls, and risk management. Ulrey is known for delivering internal audit risk management and internal audit planning, data mining and analytics projects, and CAE services. With a passion for quality and leadership, she has performed 100+ external quality assurance reviews. Ulrey currently serves on The IIA’s Global Nominating Committee and Professional Certification Board, and chairs the Exam Development Committee.
Stephen L. Brown, J.D.
Senior Advisor
KPMG Board Leadership Center

Debbie Messemer, CPA
Board Member
PayPal, Allogene Therapeutics, Carbon 3D

Michael A. Smith, CPA
Advisory Partner
KPMG, LLP

This presentation will help attendees learn how to effectively convey the impacts of COVID-19 and other critical risks in the current year.

In this session, participants will:
- Focus on the scope and quality of their company’s ESG/sustainability reports and disclosures.
- Delve into how to assist their board in understanding how technology is impacting their finance organization’s talent, efficiency, and value-add.
- Focus on sharpening company ethics, compliance, and whistleblower programs, recognizing the increased pressure on employees.

Stephen L. Brown is a globally recognized governance professional, thought leader, and trusted advisor to corporate boards and C-suites. Currently, he is a senior advisor at KPMG Board Leadership Center. Formerly, he was CEO of the Society of Corporate Governance and led the corporate governance group at TIAA/Nuveen. Prior to TIAA, Brown practiced securities law at WilmerHale and Skadden and was an associate with Goldman Sachs. He serves on several advisory and nonprofit boards.

Debbie Messemer serves on the boards of PayPal, Allogene Therapeutics, and Carbon 3D. Prior to her 2018 retirement, she was managing partner of KPMG’s Bay Area and Northwest region. In addition to holding leadership responsibilities, she served public and private company clients in various industries as an audit engagement partner. Messemer is a member of the NACD, an individual founding member of the Boardlist, and co-founder of the San Francisco Chapter of Women Corporate Directors. She has served on the boards of numerous Bay Area organizations. Messemer was named “Financial Woman of the Year” by the Financial Women of San Francisco in 2016 and as one of the Bay Area’s Most Influential Women in Business by the San Francisco Business Times.

Michael A. 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.

Non-GAAP, Non-Financial, ESG, and Operational Measures: Role of Internal Audit

Moderator:
Princy Jain, CIA, CA (India)
Partner
PwC

Julia Wyckoff, CIA
Chief Audit Executive
Intuit, Inc.

Scott Schulze
Vice President, Audit and Advisory Services
Autodesk

Laurie A. Hanover, CIA
Vice President, Internal Audit (Chief Audit Executive)
Sunrun Inc.

Most of these measures are reported without any independent audits; therefore, there is a risk that reporting of these measures may not follow adequate procedures and may be prone to undetected errors. Over the last few years, companies have been implementing formal processes and controls around these measures to enable appropriate reporting to their stakeholders. In many cases, internal audit plays a critical role in auditing these measures.

In this session, participants will:
• Understand different measures that are reported and challenges in reporting such measures that are not part of independent external audits.
• Discuss various approaches and skills needed to audit these reportings.
• Learn about board and audit committee expectations for internal audit to support auditing of such measures.
• Gain insights into different approaches and projects internal audit can execute to support the organization with auditing measures and managing stakeholder and regulator expectations.

Princy Jain is an experienced consulting professional with 28+ years of experience serving multinational clients in a variety of sectors, including the last 17 years in Silicon Valley. He is accomplished in the challenges facing global companies, including business and technology transformation, merger integration, finance and process improvement, and global expansion. Princy’s expertise also spans multiple business functions, including risk management, internal audit, and controls. He is an active volunteer, serving on the North American and Global Boards of The IIA and on the board of Ascend Northern California.

Julia Wyckoff is a Silicon Valley executive with extensive auditing and finance experience across the technology, interactive entertainment, retail, and payments industries. She joined Intuit Inc. in 2019 as chief audit executive. Prior to Intuit, she served for three years as head of Google audit at Alphabet, where she started up a Google audit team and managed the transition of ownership for Alphabet’s SOX program from internal audit to the controllership function. Before Alphabet, Wyckoff held leadership roles in accounting, FP&A, finance transformation, and internal audit at KPMG, Hewlett-Packard Co., Electronic Arts, Gap Inc., and Visa.

Scott Schulze is an audit executive with 20 years of experience in helping companies develop and enforce strategies to mitigate financial, operational, and compliance-oriented risks. At Autodesk, he is responsible for the audit and advisory services team, which serves as a key business partner in helping the company assess current critical risks, as well as those that will become relevant in the future as part of regulatory changes and ongoing company transformation.

Laurie A. Hanover is the chief audit executive at Sunrun Inc., the nation’s largest residential solar provider. She leads a team focused on internal audit, SOX compliance, and enterprise risk management. Previously, Hanover founded and led the global internal audit teams at Twitter and Zynga. She also held internal audit leadership positions at Cisco, EA, and Levi Strauss. She started her career designing and building Oracle systems before becoming a Big Four risk assurance senior manager, first at Andersen and then at PwC. Hanover is a board member of The IIA–San Francisco and chair of the Sunrun Pride+ Employee Resource Group.
Harold Silverman, managing director of professional practices at The Institute of Internal Auditors, will lead a discussion around key findings from The IIA’s second annual OnRisk 2021 report.

In this session, participants will:

- Study key risks for 2021 and beyond.
- Examine how management perceptions of risk relevance differs from those of boards and CAEs.
- Understand how perceptions of capability to manage key risks has changed.
- Identify COVID-19’s impact on perceptions of key risks.

Harold Silverman is the managing director of professional practices at The IIA. He serves as the liaison to the International Internal Audit Standards Board, oversees the development and maintenance of all aspects of the International Professional Practices Framework, and leads The IIA’s CAE services offerings, including thought leadership on emerging trends and leading practices. Silverman previously served as vice president of internal audit at The Wendy’s Company and at Houghton Mifflin Harcourt Publishing Co. He also held internal audit positions at Raytheon Co. and PwC, and he gained external audit experience at Arthur Andersen.

Corporate governance encompasses the unique system of rules, practices, processes, and controls by which an organization operates. The IIA and the University of Tennessee’s Neel Corporate Governance Center recently released the American Corporate Governance Index, providing insight into how companies perform in key areas based on Guiding Principles of Corporate Governance. In addition to discussing ACGI findings, this session will introduce participants to a new tool from The IIA for auditing corporate governance.

In this session, participants will:

- Understand the core actions and responsibilities that promote successful, ethical, and sustainable corporate governance.
- Recognize the important roles necessary for effective corporate governance.
• Identify opportunities for internal audit to take an active role in improving governance in their organizations.

Jim Pelletier has more than 15 years of public and private sector internal auditing experience. Currently, as vice president of professional and stakeholder relations, he provides direction for The IIA’s Audit Executive Center; Financial Services Audit Center; Public Sector Audit Center; Environmental, Health and Safety Audit Center; and Global and North American Advocacy. Previously, Pelletier served as city auditor for the City of Palo Alto, CA and as chief of audits for the County of San Diego. His diverse auditing background includes roles at the California State University System, PETCO, State Street, and General Electric. Pelletier received The IIA’s John B. Thurston Award for outstanding paper in the field of internal auditing for his article, “Adding Risk Back into the Audit Process.” His book, Collaborative Auditing, is available through the Internal Audit Foundation.

Internal Audit Competencies: Are You in the Know?

1.2 CPE | NASBA Field of Study: Personal Development | Learning Level: Intermediate

Carrie Summerlin, CCSA
Vice President, Internal Audit Foundation
The Institute of Internal Auditors

Michael Schor, CIA, CPA, CISA
Partner, Risk and Financial Advisory Practice
Deloitte & Touche, LLP

Neil White
Principal, Global Internal Audit Analytics Leader
Deloitte & Touche LLP (US)

The global market for internal audit functions demands the development of competency levels that keep pace with changes in technology, operating models, and a dynamic risk environment. This session will examine the results of a global study on internal audit competency conducted by the Internal Audit Foundation and research partner Deloitte. Presenters will highlight opportunities related to The IIA’s Internal Audit Competency Framework as well as emerging knowledge areas where practitioners can elevate their professional skillsets and enhance the value they provide their organizations.

In this session, participants will:
• Break down the current state of competencies related to The IIA’s Competency Framework by a multitude of factors, including industry, geographic region, practitioner role, and certifications.
• Get an overview of the Internal Audit Foundation’s premier global research on assessing internal audit competency in partnership with Deloitte.
• Gain an understanding of how the profession fairs globally in the four knowledge areas of the competency framework: Professionalism, Performance, Environment, and Leadership and Communication.

• Identify opportunities for new skill development to advance competency that could apply to their internal audit function.

Carrie Summerlin is vice president of the Internal Audit Foundation, the research and grant-making arm of The Institute of Internal Auditors, which serves more than 200,000 members globally. She provides oversight for the Foundation’s focus areas, including research and content development, academic grant programs, fundraising, strategic relationship management, and retail operations. During her 17-year tenure with The IIA, Summerlin has led various departments, including conferences, membership and chapter relations, and marketing. Before her appointment to the Foundation, she served as the managing director of conference and event operations.

Michael Schor is a partner in Deloitte’s risk and financial advisory practice, where he has almost 20 years of internal audit experience. He advises domestic and international clients on all matters of internal controls, including information technology, regulatory matters, risk management issues, and control and compliance management processes. Schor also leads Deloitte’s efforts around the modernization of key second and third line of defense functions, including the people, process, and technology considerations required to keep pace with rapidly evolving organizations and the emerging risks associated with these changes.

Neil White runs Deloitte’s Center of Excellence and is globally responsible for internal audit analytics, addressing analytics for risk dash-boarding, continuous controls monitoring, fraud, and forensics analytics. As a principal in Deloitte & Touche LLP’s risk and financial advisory practice, and a national leader in the Deloitte analytics practice, he provides risk and analytic services across a full range of clients and industries.

A Conversation With the Author... Agile Auditing: Transforming the Internal Audit Process

1.5 CPE | NASBA Field of Study: Auditing | Learning Level: Intermediate

Debi Roth, CIA, CPA
Managing Director, Curriculum Strategy
The Institute of Internal Auditors

Rick A. Wright Jr., CIA
Director, Internal Audit and Enterprise Risk Management
YRC Worldwide
Author of Agile Auditing
Doing more with less has been the mantra for many internal audit organizations over the last decade. To accomplish this goal, internal audit leaders have sought creative methods for introducing agility into complex auditing activities that align to *Agile Auditing: Transforming the Internal Audit Process*. This session will provide insight into one company’s journey to create a more efficient and risk-based internal audit process by introducing agile auditing and scrum.

In this session, participants will:

- Gain insights into what agile auditing means and the value of incorporating agile auditing techniques into existing internal audit activities.
- Discuss how agile auditing conforms to the current IIA *Standards*.
- Describe recommendations of internal audit competencies that would prepare an internal audit department before starting their agile auditing journey.
- Understand the tool and agile auditing implementation journey.
- Learn about the impacts of agile auditing on internal audit and the business.

**Debi Roth** is responsible for developing curriculum to support the internal audit profession as The IIA’s managing director of curriculum strategy. Previously, as The IIA’s director of quality services, she was responsible for managing staff, developing and maintaining client relationships, and executing external quality assessments for domestic and international clients. Roth has been directly involved in 200+ external quality assessments as a team member or administrator. She has held leadership positions with two IIA chapters and served as staff liaison to the Global Professional Development Committee (GPDC) and as a member of the Learning Solutions Committee. Prior, Roth was enterprise risk manager for WellCare Health Plans and manager of internal audit for AirTran Airways.

**Rick A. Wright Jr.** is director of internal audit and ERM for YRC Worldwide. He has 25+ years of experience in internal audit practice and training. His career has included roles with organizations such as The IIA, Kansas City Southern Railway, H&R Block, and Resources Global Professionals. As an adjunct professor, he has taught accounting, finance, fraud, and strategic management courses. He also founded Resonate Training and Assurance Services, LLC, where he continues to pursue his passion for adult learning as an author, speaker, and training facilitator. Wright is an active member of The IIA–Kansas City Chapter.