Outlook on Financial Services – The OCC Perspective

Maryann H. Kennedy
Senior Deputy Comptroller for Large Bank Supervision
Office of the Comptroller of the Currency

In this session, Ms. Kennedy will discuss ways in which the Office of the Comptroller of the Currency is addressing innovation in the banking industry with a focus on new technology, techniques and competencies.

Maryann H. Kennedy is the senior deputy comptroller for large bank supervision at the Office of the Comptroller of the Currency (OCC). She directs nearly 800 staff supervising the country’s largest national banks and federal branches and agencies, which hold more than $10 trillion in total consolidated assets. During her career at the OCC, Kennedy was also a deputy comptroller for large bank supervision, field examiner, and assistant deputy comptroller for the Wilkes-Barre and Washington, DC offices, managing more than 35 examiners responsible for a portfolio of 33 diverse community banks. She previously served as the examiner-in-charge at JPMorgan Chase and TD Bank, N.A.

General Session 1: Bank of America: Perspectives from Chief Audit Executive and Board of Directors

Frank P. Bramble, Sr.
Former Executive Vice Chairman, MBNA Corporation
Board of Directors, Bank of America

Christine P. Katziff
Chief Audit Executive
Bank of America

Christine Katziff, chief audit executive at Bank of America, will host a conversation with company board member Frank Bramble Sr. The discussion will cover the financial services industry perspective, transformational efforts in financial services, internal audit, and environmental, social, and governance (ESG) perspectives.
In this session, participants will:

- Gain an understanding of board-level perspectives on the financial services industry.
- Hear insights around transformational efforts in the financial services industry.
- Recognize efforts the financial services industry is making around ESG.

Frank P. Bramble, Sr. began his career as an audit clerk at the First National Bank of Maryland. He then served as a director and chairman of Allfirst Financial and Allfirst Bank, U.S. subsidiaries of Allied Irish Banks, p.l.c. Notably, Bramble held the position of chairman, president, and CEO at Allfirst Financial; MNC Financial; Maryland National Bank; American Security Bank; and Virginia Federal Savings Bank. Since 2002, his roles have included executive vice chairman and advisor to the executive committee of MBNA Corporation (acquired by Bank of America); guest lecturer at Towson University; and chairman of the Board of Trustees and interim president of Calvert Hall College High School.

Christine Katziff is the chief audit executive of Bank of America and a member of the executive management team. Since 2010, she has led a global division providing independent assessments of the company’s business strategies, operations, risk framework, financial management, and credit standards in support of responsible growth. Katziff is executive vice chair of BOA’s Global Diversity and Inclusion Council, and also serves as executive sponsor for BOA’s Investing in Women Leadership Council. She previously held a number of management positions in audit and compliance at FleetBoston Financial and in KPMG’s management advisory services.

Monday | September 16, 2019 11:30 a.m. – 12:30 p.m.

CS 1-1: Data Analytics: Getting Started in Small Departments

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

Paul Zavitz, CIA, CFE
Audit Supervisor
Cadence Bank

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 roles with Central Bank, Carter’s Childrenswear, and Wachovia Bank before starting and selling a CPA practice. He returned to internal audit as the first CAE of State Bank Financial Corporation, where he developed a risk-based methodology, staffed the bank’s own internal audit function, and guided the audit department to automate their workpapers and audit management, develop KPI dashboards for audit committee reporting, and utilize data analytics and computer-assisted audit techniques. Currently, Carroll is the financial services practice leader and a principal in the PRG group at Frazier & Deeter. He also serves on The IIA’s Financial Services Advisory Board, advocating on Capitol Hill on behalf of IIA initiatives.

Paul Zavitz began his career in law enforcement with a large suburban police department in metro Atlanta, serving as a uniform patrol officer, a detective in the electronic and financial crimes unit, and an internal affairs investigator/supervisor before ultimately achieving the rank of sergeant. In 2015, Zavitz was hired on as a senior internal auditor at State Bank & Trust Company, where he participated in the development of a data analytics program. He joined Cadence Bank in January 2019 as an audit supervisor.

CS 1-2: Public Cloud: From Skill Development Through Continuous Auditing

Kyle Pott, CIA, CISA
Assistant Vice President, Internal Audit
State Farm Insurance

Cloud computing is reshaping IT. According to Gartner, 80% of companies will begin sunsetting their data centers by 2025 as production workloads increasingly move into the public cloud. Are your auditors ready? This presentation will cover a practitioner’s experience in training, risk assessment, control testing, and the development of continuous audit techniques for the public cloud.
In this session, participants will:

- Share specific and affordable training techniques and resources to ensure auditors have a contemporary understanding of public cloud capabilities.
- Evaluate and interpret the unique risks and controls present in the public cloud.
- Learn how to conduct a risk assessment of public cloud usage within their organization in order to add the public cloud to the risk universe and audit plan.
- Develop control testing objectives and advanced audit techniques, including using the public cloud for audits and continuous audit techniques in practice.

**Kyle Pott** joined State Farm in 2005 as a software developer and held a number of technical and leadership positions, including director of IT research and development and director of claims technology, prior to assuming his role as assistant vice president of internal audit in 2017.

**CS 1-3: Maximizing Organizational Value: Auditing Conduct and Culture**

**Stacey Schabel, CIA, CPA**

**Vice President & Chief Audit Executive**

**Jackson National Life Insurance Company**

Organizational culture drives how business is conducted and underlies the effectiveness of the control environment, which supports the achievement of organizational objectives. Key stakeholders, including boards and regulators with responsibility for oversight of the control environment, have heightened their focus on the effectiveness of organizational culture and conduct risk management.

In this session, participants will:

- Discover how poor culture contributed to business failures during the financial crisis and has been identified as a root cause of numerous serious issues.
- Add value through the assessment and reporting of organizational culture and conduct risk management.
- Learn to drive a strong internal control framework that aligns with stakeholder expectations and supports boards, audit committees, and executive management in their oversight roles.

**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.
CS 1-4: The War for Talent: Creatively Managing In-house and Cosource Resources

J. Douglas Watt
Senior Vice President and Chief Audit Executive
Fannie Mae

An audit function is only as good as the people who deliver the work. In today’s rapidly changing operating environment, the most effective audit teams are those that understand the power of creatively attracting, developing, and retaining in-house talent while simultaneously maintaining strong cosource relationships. Building, developing, and buying emerging skills are all part of the arsenal needed to win the war for talent.

In this session, participants will:

- Learn how to develop an optimal talent strategy and talent pipeline.
- Explore tactics to upskill their existing team.
- Obtain insights on developing and leveraging cosource relationships.

J. Douglas Watt has 35 years of audit experience. As Fannie Mae’s senior vice president and chief audit executive, he is responsible for all internal audit activities companywide, including internal controls and operational processes. Previously, as managing director and audit executive for the Americas at GE Capital, he oversaw internal auditing of GE Capital’s North American commercial lending and leasing businesses and helped lead the audit function’s critical regulatory initiatives. Prior, as vice president of Capital One’s bank audit group, Watt led the retail bank and commercial bank audit teams. Earlier, he was a partner in PwC’s banking and capital markets practice.

Monday | September 16, 2019 1:50 – 2:50 p.m.

General Session 2: Risk-Based and Effective: Developing Trends in BSA Monitoring

Braddock Stevenson
Deputy Associate Director, Enforcement Division
Financial Crimes Enforcement Network

Learn about developing trends in BSA/AML monitoring from the view of the Financial Crimes Enforcement Network at the U.S. Treasury Department. Mr. Stevenson will discuss the federal government’s use of suspicious activity reports and de-risking with insights focused on the role internal audit can play.
Braddock Stevenson supervises financial institutions for Bank Secrecy Act (BSA) compliance and protects the U.S. financial system from illicit threats as deputy associate director of the enforcement division of the U.S. Department of the Treasury’s Financial Crimes Enforcement Network (FinCEN). He has led investigations into domestic and foreign financial institutions under the BSA, investigated and drafted section 311 actions, represented FinCEN in intra-agency task forces, and implemented compliance programs for multiple financial sectors. While with FinCEN’s Office of Regulatory Policy, Stevenson advised law enforcement on money laundering investigations in the New York High Intensity Financial Crimes Area. Previously, he assisted the World Bank Group and International Monetary Fund as a senior research fellow at Case Western Reserve University.

Monday | September 16, 2019 3:00 – 4:00 p.m.

CS 2-1: Pitfalls to Implementing a Third-party Vendor Management Program

Terra Barrows, CPA, CIA
Internal Audit Manager
Imperial PFS Corporation

John MacDonald, CISA
Manager
RSM

Bob Michaud, CIAM
Senior Vice President, Chief Security Officer
Q2ebanking

Exposure to risk multiplies for organizations relying on third-party suppliers or service providers. Associated risks can apply not just to big jobs, such as outsourced labor, data processing, or manufacturing, but to every contractual relationship, no matter how small. Many organizations are seeking new ways to reduce costs, optimize their supply chain, and drive efficiencies through outsourced service providers.
In this session, participants will:

- Hear about the risks an organization should consider when leveraging outsourced providers.
- Gain program management related insights into the third-party risk management lifecycle and necessary steps to ensure a complete and accurate inventory of providers.
- Learn about inventory validation, including how to follow the dollars and the data to compile a complete list of providers.
- Understand the risks and benefits of the cloud-first strategy, monitoring for unsanctioned providers, and leveraging CASBs for advanced security.
- Review senior management needs and necessary performance monitoring reports to drive risk management activities.

**Terra Barrows** is the internal audit manager at IPFS Corporation. She was previously the director of accounting and auditing at Blue Valley School District, the internal audit manager at Argosy Casino, and an auditor at Ernst & Young LLP. During her career, she’s been an internal auditor, external auditor, and auditee, providing her with a unique perspective in her current position.

**John MacDonald** has 11+ years of experience in delivering IT governance, risk and compliance (GRC) services. Currently a manager in the technology risk consulting practice, he has worked at RSM for six years, specializing in performance risk reporting, policy development, risk assessment, cybersecurity assessment, vendor management, and cloud security. Previously, at KPMG, he specialized in IT internal audit and financial statement audit support. MacDonald is proficient in the NIST Cybersecurity Framework, ISO 27001, COBIT 4/5, SAN Top 20, and Critical Security Controls. He is also well-versed in auditing principles and has been a keynote speaker to IIA, (ISC)$^2$, and ISACA chapters.

**Bob Michaud** is responsible for all audit, risk, and compliance activities — as well as overseeing delivery and execution of Q2’s overall information security strategy — as chief security officer. He specializes in risk management and assessment, compliance and regulatory management, product development, disaster recovery, and incident response. Michaud’s 35 years in financial services includes 20 years in leadership roles. He has consistently exceeded goals and driven productivity in high-growth environments. Prior to joining Q2, he was Continuity’s executive vice president of client operations and Fiserv’s head of audit risk and compliance. Michaud has provided keynote presentations to 4,000+ participants at Fiserv Forum and Continuity’s first annual client conference.

**CS 2-2: Harnessing Disruption in the Audit World: A Guide to Innovation**

**Samantha Corvino, CPA, CISA**
Head of Internal Audit
Municipal Securities Rulemaking Board
Blockchain, robotics, and cloud — OH MY! By arming auditors with a basic sense of the impact of innovative and disruptive technologies, our ability to effectively and efficiently manage the unknown can be strengthened. This session will focus on gaining an understanding of disruptive technologies from both the “auditor” and “user” lens by exploring how to frame audit programs aimed at these disruptors and also embracing these technologies within our own internal audit departments.

In this session, participants will:
- Gain a baseline understanding of the top disruptors in the industry.
- Develop an insight into the critical auditable areas of each technology.
- Learn how to incorporate disruption into the audit department for more efficient testing.

Samantha Corvino is responsible for oversight and execution of the internal audit function at the Washington, DC-based Municipal Securities Rulemaking Board (MSRB). Previously, she was a leader in the consulting industry, managing cybersecurity, business continuity, and regulatory compliance projects. She also spearheaded risk assessment methodology development initiatives, incorporating global and domestic privacy regulatory requirements. Corvino has successfully delivered numerous engagements requiring cybersecurity and accounting prowess while also advising on value-add improvement opportunities in business continuity and digital innovation. Recently, she was involved in the education and development of digital technologies for clients seeking expansion into robotic process automation, cloud migrations, and the use of data loss prevention tools.

CS 2-3: Culture Eats Strategy for Lunch, So What Does Internal Audit Do?

Amy Hamilton, CPA, CGMA
Executive Vice President, Chief Audit Executive
LPL Financial

Sean Hoopes, CPA
VP, Internal Audit
Marsh & McLennan Cos. Inc

Internal audit has been assessing culture through our audit process; culture is often the root cause for many findings. What can we do as internal audit to more formally assess organizational culture? We will discuss how to leverage both data and experience to assess corporate culture, how to build relationships and earn the trust and respect of business partners, and how to develop a team’s ability to perform culture assessments.
In this session, participants will:

- Gain an understanding of the pervasiveness of culture in day-to-day audit work.
- Identify how culture is often the root cause of audit issues.
- Understand why there is a need for audit to assess culture.
- Learn how to train the internal audit team to perform a culture assessment.
- Discover why it’s important to develop trust and a relationship with the business to perform culture assessments.

Amy Hamilton is executive vice president of internal audit for LPL Financial, with leadership oversight for teams supporting audit activities. She is responsible for developing, implementing, and reporting on an effective risk-based audit plan and providing risk-based evaluations of company systems and technology. Her experience encompasses audit and risk assessment, strategic planning, finance, controllership, divestitures, consulting, and project management. Her earlier roles included vice president and chief audit executive for Marsh & McLennan Companies, North America controller for Risk & Insurance Services, chief financial officer for Marsh ClearSight, and chief financial officer and head of strategic development for Comdisco Ventures. She also worked at KPMG in the US, UK, and Australia.

Sean P. Hoopes is vice president of internal audit for Marsh & McLennan Companies. As chief audit executive, he reports to the CFO and to the audit committee of the Board of Directors. In his 16 years with Marsh & McLennan, Hoopes also served as senior director of audit for the consulting segment; senior director of audit for risk and insurance services (RIS) and the Americas region; global director of internal controls in the controllership organization; and senior auditor. Earlier in his career, Hoopes spent time in public accounting, working as an audit manager at a predecessor firm of EisnerAmper.

CS 2-4: Bean Bag Chairs in the Office?

Angela Garman, CPA
Internal Audit Manager
First Florida Credit Union

Remember the famous fairytale of Rumpelstiltskin turning straw into gold? Think of today’s organizations as the straw and employees as Rumpelstiltskin — the organization turns into gold only as a result of human capital intervention. The session will focus on generational workforce structure, including recognizing the organization’s workforce composition, identifying each generation’s characteristics, appreciating millennials’ intrinsic motivation, and deploying programs for retaining the millennial generation.
In this session, participants will:

- Learn and compare the traits/qualities of the dominant workforce “generations.”
- Evaluate the unique characteristics of the millennial generation.
- Identify strategic plans to nurture and capitalize on the millennial generation in order to retain internal audit’s most successful talent.
- Discover the next generation — Gen Z.

Angela Garman has 15 years of experience in the accounting and financial services industry. As audit manager at First Florida Credit Union, she is responsible for the assessment of strategic business objectives and operational processes that incorporate automation and regulatory expectations. Garman has led multiple internal audit co-sourcing, compliance assessment, and remediation programs.

Monday | September 16, 2019
4:15 – 5:30 p.m.

CS 3-1: Letting Go of the Past AND Present

Ninette Caruso, CA, CIA, CISA
Senior Vice President, Chief Audit Executive
Discover Financial Services

Katie Parcels, CISA
Director, Internal Audit Analytics
Discover Financial Services

Chris Tennant, CAMS, CIDA, CISA, CRISC, CISSP
Vice President, Internal Audit
Discover Financial Services

Internal audit has been encouraging data analytics in analyzing large data sets for 25+ years. While our tools have changed, our approach, for the most part, has not. Implementing analytics in the audit process may not be the answer anymore. Given the advent of many new innovations, data repositories, and tools, is this the time to finally start with a blank sheet of paper to achieve assurance?

In this session, participants will:

- Explain how the new way of technology assurance replaces the traditional audit approach.
- Provide a business case of how internal audit built credibility by creating business insight through advanced data analytics in a continuous assurance model.
- Discuss examples of predictive modeling that uses data science to find a “needle in a haystack.”
- Determine the foundational elements needed to get started, including talent, technology, and process.
Ninette Caruso joined Discover Financial Services in July 2015. Under her leadership, the internal audit function has grown significantly in capabilities and in demand for its services. Previously Caruso held internal audit leadership positions at Genworth, Nationwide Insurance, Ahold NV, and Bank One. She has global expertise in strategic risk management, technology implementation, and process improvement.

Katie Parcels serves as director of internal audit data sciences for Discover Financial Services, with responsibility for using data to revolutionize internal audit processes. She leads a team of data scientists and partners with operational/regulatory auditors to build ongoing assurance analytics and models to predict, identify, and evaluate risk on an ongoing basis.

Chris Tennant is vice president within the internal audit department at Discover Financial Services, responsible for leading and setting strategy for the internal audit plan, including corporate compliance, Discover Card, and Discover Bank. He has 17+ years of experience in internal audit related to financial services, banking, compliance, and risk management and 15+ years developing data analytics strategy, organizations, and innovative methods. Tennant has presented at IIA and ISACA events and contributed to several internal audit, compliance, and analytics related articles.

CS 3-2: Financial Crimes Audit: Leading Practices

Stephanie Bograd, CFP, CFE
Corporate Audit Department Head
State Street

Jared Quiroz
Global Head of Sanctions Audit
Union Bank

Gigi Pantelidis, CAMS
Audit Director
Citi

Edwige Sacco
Partner
KPMG LLP

Businesses face increasing financial and reputational costs of financial crime. Traditional threats, such as fraud and corruption, are joined by emerging threats that range from third-party risks to supply chain integrity and cyber ransom. Regulatory demands — and penalties — are escalating, as are customer expectations around trust and privacy. Internal audit plays a critical role in assuring enterprise processes and controls are designed properly and operating effectively to prevent and detect financial crimes.
In this session, participants will:

- Gain a stronger understanding of the 2019 Regulatory Focus for financial crimes.
- Understand leading practices in financial crimes audit.
- Learn how large organizations organize themselves to adequately cover the global nature of financial crimes risk.
- Discuss testing approaches, including the level of transactional testing needed and leading practices in testing.

Stephanie Bograd is the department head in corporate audit for State Street, managing a global team covering fraud, financial crimes, compliance, third-party risk management, accounts payable, real estate, sector solutions, and procurement. She represents audit at a number of governance committees. Prior to joining State Street in 2014, Bograd worked for 20+ years at Citigroup.

Jared Quiroz has extensive experience in financial services, with heavy focus on financial crimes compliance and internal audit. His background includes leading international financial crimes audit teams at a global systemically important financial institution (G-SIFI) and overseeing the execution of financial crimes reviews in global jurisdictions. Quiroz is a licensed attorney in California and previously practiced civil litigation defense.

Gigi Pantelidis is currently the audit director of the North America Anti-Money Laundering (AML) Compliance Know Your Customer (KYC) team, covering KYC-focused audits and AML program audits of Citi’s US Retail Bank, US Commercial Bank, and US Cards businesses. In this role, she works in a Center of Excellence capacity. In addition, Pantelidis is the lead on consent order work related to KYC and works closely on regulatory interactions and deliverables. She is fluent in Spanish and Italian.

Edwige Sacco is a partner in KPMG’s Boston office. She has assisted a broad range of non-traditional/alternative financial services companies (domestic and global) in designing, implementing, and testing processes and controls associated with financial crimes compliance and enforcement. Sacco leads/supports Anti-money Laundering (AML)/Office of Foreign Assets Control (OFAC) independent testing (audit) efforts for numerous clients each year, and advises third lines of defense on reactive and proactive audit execution and professional practices strategies. Previously, in the embassy banking division of a Washington, D.C.-based financial institution, she participated in implementing Bank Secrecy Act (BSA)/AML policies and procedures, including Customer Identification Program (CIP) and Know Your Customer/Client (KYC) controls.

CS 3-3: Impact of the Latest Economic Trends on Internal Audit

Tariq Mirza
National Leader, Regulatory Center of Excellence
Grant Thornton, LLP
Diane Swonk, one of the most respected macroeconomists, will share her unique perspectives on the inner workings of Main Street as well as Wall Street. Diane is an expert on the economics of the labor market, monetary policy, and structural changes that are distinct from economic cycles. Tariq Mirza, Principal and Grant Thornton’s National Leader of the Regulatory Center of Excellence, will translate the impact of the latest economic trends on the financial services industry and internal audit, including the impact on strategies, plans and resources. Prior to joining Grant Thornton in 2012, Tariq serves in various examination and supervision roles at the FDIC, including serving as the Senior Advisory to the Chairman during the financial crisis. Diane and Tariq will answer questions from the audience as well.

In this session, participants will:

- Discuss the latest economic trends.
- Examine the impact of the labor market on internal audit departments.
- Explore methods to integrate emerging risks and trends into internal audit activities.
- Illustrate some practical examples.

Tariq Mirza is principal of Grant Thornton’s regulatory and compliance risk practice and leads the Regulatory Center of Excellence. Since joining the firm in 2012, he has been involved in many complex banking and financial services engagements involving some of the largest financial institutions in the U.S. and globally. He was recently a resolution planning and fair lending subject matter expert for two of the largest banks in the U.S. Previously, in his 22+ years at the FDIC, he served as senior adviser to the office of the chairman, acting chief of compliance policy and examinations, acting deputy regional director, field supervisor of compliance, and bank examiner.

Diane Swonk is a respected macroeconomist who maintains a unique perspective on the inner workings of both Main Street and Wall Street. She is an expert on the economics of the labor market, monetary policy, and structural changes that are distinct from economic cycles. She advises policymakers at all levels of government, including central bankers, and maintains a global network of economists, industry leaders, and geopolitical experts. Swonk has been quoted extensively by local, national, and international news sources; won many awards for excellence in forecasting and leadership in economics and the business community; and testified before Congress to improve the quality of economic data and on the causes and consequences of income inequalities.
CS 3-4: Are You an Internal Auditor? Sourcing and Developing Talent

Ebony Carey, CIA
Director, Internal Audit
TIAA

Amy Jarmasek, CPA, CGMA
Managing Director, Internal Audit
TIAA

Mandy Sayer, CIA, CRMA, CPA, CFE, CAMS
Director, Internal Audit, TIAA
Professor of Practice, Kenan-Flagler Business School, University of North Carolina – Chapel Hill

This session will explore sourcing talent from within organizations through rotational programs, guest auditors, and horizontal audits. We will examine the benefits of hiring team members with experience in other industries or specialties. We will discuss expanding the business knowledge of internal audit teams and auditors joining the profession from universities, with a focus on the non-traditional student.

In this session, participants will:

- Evaluate methods to bring specialized resources to the internal audit function through means other than consultants.
- Discuss expanding business knowledge of internal audit resources through means other than audits.
- Further awareness of internal audit throughout the business through a well-defined audit rotation program.
- Explore the next generation of internal audit talent.

**Ebony Carey** has more than 18 years of experience in risk and control evaluation. She is a committee lead for TIAA’s Women Resource Group and directs internal audit’s three-year people strategy, focusing on professional development and culture. In 2017, she drove initiatives that led to internal audit ranking the highest in 16 of 17 categories in TIAA’s Culture Survey and integrated 38 professionals into the existing internal audit program with minimal attrition. Carey began her career at the FDIC as a bank examiner and then gained experience in conducting complex financial-related and performance audits for the U.S. Department of Education, Office of Inspector General.
Amy Jarmasek has 25+ years of diverse financial services experience, including auditing, finance, risk, and control in asset management, banking, and insurance businesses. As managing director of internal audit at TIAA, she leads the corporate support audit program, which supports the company's finance and actuarial, human resources, advocacy and oversight, compliance, and marketing functions. Previously, Amy led efforts related to providing: product management services to CREF (TIAA’s core variable annuity product); audit support for TIAA’s life insurance, banking, and asset management businesses; and administration and reporting for TIAA’s 1940 Act registered funds, separate accounts, and tuition savings plans.

Mandy Sayer has 16 years of internal audit and financial statement audit experience, primarily in the financial services and manufacturing industries. As a director of internal audit at TIAA, she is responsible for the audit program for the compliance, finance, and actuarial functions. Her previous roles included global internal audit function leader at Neenah Paper, senior manager at Protiviti (focused on internal audit and investigation services), and financial statement auditor at PricewaterhouseCoopers. Sayer is also an adjunct professor of practice for the Master of Accounting program at the University of North Carolina – Chapel Hill’s Kenan-Flagler Business School.

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**Tuesday | September 17, 2019**

**8:30 – 9:45 a.m.**

**General Session 3: The Promises and Limitations of Artificial Intelligence for the Future of Banking**

**Dr. Gary Shiffman**  
**Founder and CEO**  
**Giant Oak**

The terms machine learning and artificial intelligence are used a lot these days, with the implied expectation that we know the meaning of the terms and understand how to apply these technologies to our roles in banking. However, these concepts probably get overused, and therefore provide more confusion than help. Here to resolve misperceptions is behavioral economist Dr. Gary M. Shiffman, the founder and CEO of RegTech software company Giant Oak and a professor at Georgetown University.

In this session, participants will:

- Understand the definitions of key terms in the latest generations of technology.
- Gain insights into these technologies in the context of human cognition.
- Be provided concrete examples of how machine learning in banks can make us all safer.
Dr. Gary Shiffman is the founder and CEO of Giant Oak, a software firm that applies behavioral science, machine learning, and artificial intelligence to support people seeking to manage risk and identify illicit actions, actors, and networks. His past positions include managing director at the Chertoff Group, senior vice president and general manager of risk management solutions at L-3, and chief of staff at U.S. Customs and Border Protection. Dr. Shiffman is the author of Economic Instruments of Security Policy and the forthcoming Economics of Organized Violence. He has also taught at Georgetown University in Washington, DC since 2002.

Tuesday | September 17, 2019
CS 4-1: Assessing the Privacy Risk Governance Framework

Guido Bendinelli, CIA
Director, Internal Audit
American Express

Star McDade, CPA
Vice President, Portfolio General Auditor
American Express

Does your company have an effective privacy risk governance framework? What are the roles and responsibilities of the first and second line in relation to privacy risk? As privacy concerns grow for regulators worldwide and companies who make increasing use of data, audit functions must understand the critical elements of an effective privacy risk governance framework and assess it as part of the audit process.

In this session, participants will:
• Discuss the evolution of privacy risk and what is driving it.
• Examine how to overcome the challenges of leveraging data without creating significant privacy risk.
• Identify the critical elements of an effective privacy risk governance framework.
• Define a value-add approach to assessing the privacy risk governance framework.

Guido Bendinelli is an audit director and team leader at American Express, responsible for leading audit activities in the global privacy risk management, operational risk management, and global commercial services business units. Previously, he was an audit director and team leader for the Europe, Middle East, and Africa region at American Express, based in London. Bendinelli joined American Express in 2010 as an audit manager. Prior, as a senior consultant in EY’s financial services team based in Milan, he provided advisory services, primarily to banks and insurers, on risk management and process improvement.
Star McDade is a multi-disciplined financial services professional with strong personal values and a diversity of experience that helps shape her perspective. She is currently responsible for directing internal audit activities for the global commercial services and the global merchant/network services businesses, as well as for various oversight functions, including operational risk management, global privacy and enterprise data governance, and big data. McDade’s earlier AmEx roles included vice president, chief of staff, and head of professional practices and quality assurance. Previously, she provided audit and advisory services to hedge fund, private equity, mutual fund, and government investment pool clients at PwC in Houston and New York City.

CS 4-2: Cybersecurity: Threat Landscape and Internal Audit

Theresa Grafenstine, CIA, CGAP
Managing Director and Chief Auditor, Information Security & Continuity of Business
Citi

Internal audit is challenged by an ever-changing cybersecurity threat landscape. Are there any best practices for monitoring cybersecurity threats in an organization? Topics that will be discussed include the cyberthreat landscape (actors and methods), current cyberthreat trends, knowing the enemy, insider threats, “attacker already has access,” cyber-attacks, internal audit best practices, information security auditor engagement model, “defense in depth” audit coverage, and audit coverage mapped to key risks.

In this session, participants will:

- Describe the different cybersecurity threat actors, methods, and trends.
- Distinguish between insider and external threats.
- Learn best practices and develop a coverage model while ensuring compliance with The IIA’s Standards.
- Share real-world examples and develop ideas for continuous auditing, automation, and ongoing monitoring of cybersecurity threats.

Theresa Grafenstine is currently the Managing Director and Chief Auditor, Information Security & Continuity of Business at Citi. Previously, as inspector general of the U.S. House of Representatives, she was responsible for planning and leading independent, non-partisan audits, advisories, and investigations of the financial and administrative functions of the House. Grafenstine also served at the Department of Defense Office of the Inspector General, where she led acquisition audits of major weapon systems and was selected to respond to high-profile Congressional audit requests. She was a founding member of The IIA’s American Center for Government Auditing (now the Public Sector Audit Center).
CS 4-3: Audit Committee Expectation for the Small Audit Department

Steven E. Jameson, CIA, CCSA, CFSA, CRMA, CPA  
Executive Vice President, Chief Internal Audit and Risk Officer  
Community Trust Bancorp, Inc.

Mark Sparano, CPA, CGMA  
Board Member, Audit Committee Chair  
Sentinel Trust

Terri Rogers, CPA, CBA  
Senior Vice President, Chief Audit Executive  
United Community Banks Inc. (UCBI)

During this session, the distinguished panel will share their experiences from both sides of the interactions between internal audit and the audit committee. No matter the size of the organization, the discussion will provide valuable takeaways on the use of technology in audit committee meetings, leading practices on time management during audit committee meetings, and preparing for common and unusual audit committee expectations and questions.

In this session, participants will:

- Learn some time management tips and best practices for audit committee meetings.
- Discuss the use of technology in audit committee meetings.
- Share targeted topics and actual experiences from audit committee meetings.

Steven Jameson directs Community Trust Bancorp’s internal audit, enterprise risk management, loan review, and compliance functions. He has over 30 years of combined experience in internal audit in the financial services industry, public accounting, and as AVP of The IIA’s Professional Practices Group. Jameson acted as a liaison to COSO’s Internal Control Integrated Framework 2012 Update, COSO’s Enterprise Risk Management Advisory Council 2004, IFAC’s International Auditing Practices Committee, and FFIEC’s Internal Audit Outsourcing Policy Update. He also served on the Board of Environmental, Health & Safety Auditor Certifications, as well as The IIA’s Financial Services Advisory Board, CBOK Steering Committee, Professional Issues Committee, Committee of Research & Education Advisors, and Internal Audit Foundation Board of Trustees.
Mark P. Sparano currently serves on the board of Sentinel Trust, an ultra high net worth wealth management company. He is the former chief audit executive of U.S. Bank, where he led 300 internal audit professionals in a post-Great Recession transformation of audit strategies covering enterprise risk management, model risk management, capital stress testing, and liquidity risk management. Sparano previously served as Mellon Bank’s chief audit executive and U.S. Trust’s chief risk officer. He served on The IIA’s Financial Services Advisory Board and on the Board of Governors of The IIA’s Twin Cities Chapter.

Terri Rogers is senior vice president, chief audit executive for UCBI, a regional $12.8 billion asset bank holding company. She joined UCBI in 2017 to grow and develop a leading internal audit function in alignment with the bank’s strategic growth. Previously, Rogers was a senior audit manager with Huntington Bank and held various positions within FirstMerit Bank, where she established the SOX administration and led audits of complex areas such as derivatives, hedge accounting, mortgage servicing rights, investments, business combinations, and capital stress testing. She is passionate about training her staff to continuously pursue excellence and develop skills that are useful in all aspects of life.

CS 4-4: Disruptors, Innovation, and Internal Audit Transformation

Jennifer Burke
Partner
Crowe LLP

Dr. Sherry Williams, DrBA, CPA, CISA, CRCM, CAMS
Executive Vice President, Chief Audit Officer
Amalgamated Bank

Transformational journeys are occurring in financial services. Disruptors such as fintech, demographics, and intellectual data are impacting the future and require adaptation and innovation to survive. This presentation will showcase ways internal audit can reexamine everything we do to transform and elevate our strategic role. Additionally, the CAE of Amalgamated Bank will discuss her internal audit transformation process to address these and other strategic priorities.

In this session, participants will:

• Learn about disruptors in the financial services industry (fintech, demographics, branch innovation, data, etc.) and their impact on the future of the industry and internal audit.
• Explore examples of transformational internal audit activities.
• Gain a real-world example of how this transformation occurred at a financial institution.
Jennifer Burke has 25+ years of experience in risk management and internal audit, including 20+ years with Crowe LLP in the financial services industry. She has worked with numerous public company clients and, prior to joining Crowe, served as general auditor for a public financial institution for four years and as an auditor for a governmental agency for four years.

Sherry L. Williams is an executive vice president and chief audit executive at New York-based Amalgamated Bank, where she is responsible for leading the internal audit function. Previously, as a director in PwC’s risk assurance practice, she led teams in delivering internal audit and controls services to large global banking institutions. Her career has spanned 30+ years and she has extensive internal audit and risk management experience.

Tuesday | September 17, 2019
11:15 a.m. – 12:15 p.m.

CS 5-1: Data and Automation 2.0

Angela Mahan, CPA, CBA, Series 7 and 63
Senior Vice President, Audit Director
Bank of America

Jason Nark
Senior Vice President, Audit Director – Data
Bank of America

Steve Pollick, CISA
Senior Vice President, Senior Audit Director
Bank of America

To keep pace with business processes, internal audit needs to achieve deeper coverage through continuous and proactive activities, such as automated continuous testing, in order to deliver real-time results to internal and external stakeholders. This presentation will discuss how internal audit can deliver a data-first strategy that proactively identifies data impacting business processes and guides the appropriate automated or manual testing capability to drive coverage.

In this session, participants will:
- Understand integrated business process testing with data quality and analytics techniques.
- Discuss a shift from cycle-driven work to continuous testing, and tools to drive real-time results.
- Examine the shift in skill sets required to execute a data-driven strategy.
- Explore developments over the past years, including lessons learned.
- Review an overall operating model for building continuous tests to drive quicker development cycles and reduced costs.
Angela Mahan is an audit director at Bank of America and has responsibility for regulatory reporting, Regulation W, capital/Basel, and automation strategy for the CFO audit team. Previously, at Capital One, she was responsible for audits of capital planning processes, including stress testing/CCAR, liquidity risk management, market risk management, model risk management, treasury, accounting, and finance. Prior, at NationsBank (now Bank of America), she led audits across many different areas, including capital markets, broker dealer, operations, credit card, trust and asset management, private banking, and branches.

Jason Nark is a senior vice president, audit director supporting Bank of America’s data quality audit team, which is responsible for data controls testing across the enterprise. He was previously chief operating officer of the corporate and investment bank audit team at JP Morgan. His background includes front-line technology roles focused on building technology solutions and data sourcing strategies in support of the Basel regime. Nark has extensive experience in building, assessing, and measuring data controls; measuring data quality; and simplifying data sourcing.

Steve Pollick drives innovation strategies for corporate audit, including the use of data analytics and automation, as a senior audit director with Bank of America. He joined the bank in 2005 as an IT auditor and developed an audit automation team that has grown to 100+ employees worldwide. Pollick’s numerous leadership positions have included audit director over consumer retail products and channels as well as credit and collections functions. More recently, he was the audit executive supporting enterprise data management and developing an industry-leading approach to validating data quality in financial services. Pollick holds a Six Sigma Black Belt for statistical analysis and frequently presents at industry conferences on key audit topics.

CS 5-2: Auditing Cybersecurity Globally in a Rapidly Evolving Regulatory Environment – Panel Discussion

Moderator:
Heather Haboush
Chief Auditor, Chief Operating Officer
Citi

Panelists:
Theresa Grafenstine, CIA, CPA, CGEIT, CGMA, CISA, CISSP, CRISC
Chief Auditor, Cyber, InfoSec, Continuity of Business, O&T Risk, and Third Parties
Citi

Sriram Padmanabhan
Chief Auditor, Technology, Change and Third Parties
Citi
Marc Sabino  
Chief Auditor, Innovation  
Citigroup

The volume and variety of cyber threats and attacks continue to increase and evolve. In response, regulatory organizations worldwide are expanding their requirements. Can real-world examples of leading audit practices be leveraged to address these concerns? This session will cover key areas to audit; new and emerging threats and risks; best practices for a strong global cybersecurity audit program; and a detailed analysis of global regulatory requirements.

In this session, participants will:

- Describe new and emerging cyber threats and risks.
- Learn best practices and tools to enhance cybersecurity coverage while ensuring compliance with The IIA’s Standards.
- Distinguish between frameworks and assessment tools currently available to determine the best approach.
- Share real-world examples and develop ideas for leveraging new and emerging technologies as well as a detailed analysis of current global cybersecurity regulatory requirements.

Heather Haboush brings more than 20 years of experience in financial services to her role as chief operating officer for internal audit at Citi. Her key responsibilities include executing internal audit’s multi-year strategy, driving ongoing internal audit process improvements, and ensuring efficient deployment of internal audit resources. Most recently, as finance lead for Citi’s global functions, including finance, risk, legal, HR, compliance, and internal audit, Haboush spearheaded global projects that increased efficiency and supported finance transformation initiatives. Previously, she led the corporate planning team in FP&A, holding responsibility for the annual budget and strategic plan. Haboush also has experience in investment banking and strategic planning for an internet startup.

Theresa (Terry) Grafenstine is a chief auditor at Citi responsible for internal audit’s delivery of assurance on governance, risk management, and control across five businesses globally. Previously, as a managing director in Deloitte’s risk and financial advisory practice, she provided executive coaching to chief audit executives across all commercial industries and IT audit, risk, and governance advisory services to senior defense and national security leaders. Prior, as the appointed Inspector General of the U.S. House of Representatives, she designed, managed, and delivered audit and investigative services, including a comprehensive cyber assurance program. Grafenstine has held leadership roles with The IIA, ISACA, and AICPA. She has received numerous awards and was inducted into The IIA’s American Hall of Distinguished Audit Practitioners in 2019.
Sriram Padmanabhan has 28+ years of financial services experience. He joined Citi in 2014 as chief auditor for Middle East and North Africa and became chief auditor of ICG technology and operations in 2016. He was appointed chief auditor of technology in 2017 to oversee internal audit’s delivery of assurance on governance, risk management, and control across the technology function globally. Previously, Padmanabhan served in senior leadership roles in EMEA and APAC at Standard Chartered Bank. In addition to directing operations and technology teams across multiple geographies to deliver IT infrastructure and services, he led teams to develop, test, and implement new systems as well as establish centralized processing and data centers. He was also a board member at Standard Chartered Bank Nigeria Ltd. and audit committee chair.

Marc Sabino is responsible for Citigroup’s internal audit innovation team, including providing strategic vision for an innovation strategy that supports a mission to drive positive change and be a game changer in the industry. He leads a team that identifies and executes innovation and automation opportunities, and performs data analytics to drive insights and operational efficiency. Previously, as head of business intelligence and analytics and head of human capital reporting and analytics, Sabino drove Citi’s analytics strategy, with a focus on leveraging data and technology solutions to manage revenue, employees, HR processes, banker and branch productivity, recruiting, diversity, and more.

CS 5-3: A Borrowed Idea: What Financial Services Can Learn From Other Industries

Gates Garrity-Rokous
Vice President and Chief Compliance Officer
Ohio State University

Denis McCarthy
Senior Vice President and Chief Risk Officer
Hilton

Erika Ray
Managing Director
Protiviti

Arin Slavis
Operations Analytics Leader, Infrastructure
Amazon

Auditing in financial services has undergone a firestorm of changes since the financial crisis. New programs and processes hastened by changing regulations and business models are being reshaped by the digital and social media revolution. While we’ve done a good job of sharing information across our profession in the industry, there is more that can be learned from peers facing related challenges in other sectors.
In this session, participants will:

- Hear how audit leaders from blue chip organizations outside the financial services industry are addressing innovation within their organization and the audit function itself.
- Describe the ways audit is adapting to new technology (in the business and in their audit processes).
- Outline innovative audits recently added to the audit plan that resulted from organizational change, business events, etc.
- Examine the successes of unique talent programs and the evolving nature of skill sets on their teams.
- Detail how audit leaders worked to navigate major business transformations and what that “transformed” in their audit teams as a result.

Gates Garrity-Rokous is the Vice President and Chief Compliance Officer at Ohio State University. Prior to joining Ohio State in 2012, Gates served as Chief Compliance Officer at GE Capital Americas, where he oversaw its regulatory compliance program. Before that, he was a white-collar defense partner for Wiggin-Dana, LLP, advising universities, hospitals, and corporations on compliance issues. He also served as an assistant U.S. attorney and healthcare fraud enforcement officer with the Department of Justice, and as a Peace Corps volunteer in Maali, West Africa. Gates has a J.D. degree from Yale Law School.

Denis McCarthy began working for Hilton in 2009 and was promoted through the ranks of Hilton’s finance department before assuming the role of Chief Risk Officer in 2014. That finance background is central to how he organizes and manages Hilton’s global risk program, connecting with properties in more than 104 countries and territories.

A 20-year hotel industry veteran, Mr. McCarthy previously held the position of Chief Accounting Officer at Interstate Hotels from 2004 to 2009, and various finance roles at Host Hotels Corporation, formerly Host Marriott from 1998 to 2004. Prior to those positions, Mr. McCarthy, a CPA, was an auditor for the public accounting firm of PricewaterhouseCoopers, LLC, formally Coopers & Lybrand. He also served in the U.S. Army Special Forces, both on active duty and reserves, retiring with 21 years of service.

Mr. McCarthy earned both his bachelor's and master's degrees from West Virginia University, and his Certified Public Accountant license in the state of Virginia. He is a member of the Virginia chapter of AICPA, and the Special Forces Association.

Erika Ray is a managing director in Protiviti’s Charlotte office with two decades of experience in consulting and financial services. She has an extensive background in client service and industry audit roles, leading transformation and change with a focus on developing strategic initiatives, advancing use of technologies, optimizing talent strategies, and creating leading practice methodologies that go beyond regulatory expectations. Ray is an accomplished communicator capable of distilling complex messages to the essentials to drive decisions and action across a diverse group of stakeholders.
Arin Slavis is the operations analytics leader within Amazon’s infrastructure organization. He is responsible for global data center operations strategic engineering and analytics, with a primary focus on organizational strategy and operating model development, executive relationship management, foundational IT planning, and solution delivery across the Americas, EMEA, and Asia. Prior to Amazon, Slavis held leadership positions in financial services and management consulting over his 17+-year career. He also served in the U.S. Marine Corps.

CS 5-4: Disruption by Design: Keeping Pace in Today’s Environment

Vincent Pinelli, CRMA
Managing Director, Deputy Chief Audit Executive for Internal Audit
MUFG Americas

Brian Portman
Principal
Ernst & Young

Julie Scammahorn, CIA, CRMA
Chief Auditor
Wells Fargo

To keep pace with digital and market disruption, the internal audit profession needs digitalization, an adaptive people model, new skills, and a more dynamic approach to giving more timely insights. Converging forces will challenge internal audit’s effectiveness and relevance. This session will challenge participants into new ways of thinking about what we will do (Mandate); how we will do it (Operating Model); and who will do it (Talent).

In this session, participants will:
- Challenge their view around the entire internal audit operating model.
- Gain insight into disruptive design and think about the future of audit.
- Develop actions to be taken now to prepare for these changes.

Vincent Pinelli leads and drives overall strategy and objectives for the MUFG Americas internal audit function as managing director and deputy chief audit executive. He is global lead for MUFG global audit transformation and a member of the MUFG global audit and Americas executive audit leadership teams. Pinelli previously served MUFG as head of Americas credit review and COO and head of audit professional practices. His earlier career roles included chief administrative officer for Bank of Tokyo-Mitsubishi UFJ’s internal audit office for the Americas, chief of staff for internal audit at Fannie Mae, audit director at American Express, and auditor at Morgan Stanley. Pinelli serves on The IIA’s North American Advocacy Committee.
Brian Portman is a principal within the financial services office of EY’s advisory practice. In his 20+ years of management experience and 15 years of financial services industry experience, he primarily served clients in the areas of internal audit, compliance, and risk management. Portman leads EY’s service offering in performing efficiency and effectiveness reviews of financial services internal audit functions to assess compliance with industry and regulatory standards. He has performed dozens of reviews of regional, national, and international organizations across the banking, insurance, and asset management industries. Portman was previously a bank examiner with the Office of the Comptroller of the Currency.

Julie Scammahorn has 20+ years of financial services industry experience. She joined Wells Fargo as chief auditor in April 2019, serves on the company’s operating committee, and leads the 1,350-person audit services organization. Scammahorn previously oversaw a global team of 1,850+ and held direct audit responsibility for anti-money laundering and compliance as chief auditor of Citigroup’s Citibank, N.A. Prior, as general auditor and senior vice president at American Express, she led a team of 150 audit professionals with an annual audit plan of 240,000 hours. Scammahorn also held audit services leadership roles at Bank of America, was principal/head research analyst at Meritus Research, and served in the U.S. Marine Corps.

Tuesday | September 17, 2019  2:00 – 3:15 p.m.

CS 6-1: Managing and Delivering Internal Audit’s Data and Analytics

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

Derrick Thomas, CISA, CISSP, CGEIT, CSOX
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 and applications utilized.

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.

CS 6-2: Will Automation Empower Auditors or Replace Them?

Justin Gibson, CPA  
Executive Vice President, Chief Audit Executive  
First Republic Bank

Mudit Gupta, CPA, CGMA  
Executive Director  
Ernst & Young LLP

Mark Links  
Executive Vice President, Chief Auditor  
CIT

Stephanie Lyons  
Internal Audit Vice President, Enterprise Risk Assurance  
The Northwestern Mutual Life Insurance Company

Most CAEs want automation (i.e. advanced analytics and bots) to audit faster, better, and cheaper. However, building automation requires different skills today. What are these skills and can auditors realistically learn them? Can general auditors create environments where auditors and technologists can play well together in the sandbox and have parallel career paths? If done right, automation will empower the auditor to focus on exceptions and not samples.
In this session, participants will:

- Explore the attributes of successful and failed internal audit automation programs.
- Understand the culture and talent needs of today’s internal audit functions.
- Distinguish between the types of automation tools and their application to internal audit.
- Discuss new and different career paths internal audit should offer.

Justin Gibson joined First Republic in 2012. As chief audit executive, he leads a collaborative cross-functional audit department designed to meet the requirements of the banking industry’s complex regulatory environment. Gibson is on the Board of Governors of the San Francisco Institute of Internal Audit, the Board of Directors of Big Brothers Big Sisters of the Bay Area, and the Board of the Partnership for Children and Youth.

Mudit Gupta is an executive director in Ernst & Young LLP’s advisory service line, leading firm efforts to advance audit’s use of data, automation, and advanced analytics across financial services. He works with CAEs and audit directors to assess their innovation and automation programs, identify improvement areas, and implement solutions, such as bots and advanced analytics that reduce cost and increase audit coverage. Previously, Mudit was the founder and a business sponsor for embedding data governance and analytics into internal audit “DNA,” a core architect of an audit workforce transformation program, and the business owner for expanding an offshore audit shared service center and migrating SOX testing.

Mark Links was named CIT’s chief auditor in June 2018 with responsibility for providing independent review and assessment of the effectiveness of risk management, internal control, and governance processes on behalf of management and the audit committee of the board of directors. Before joining CIT, Links had a 25-year career in banking and financial services in positions of increasing responsibility. Most recently, he was executive audit director in the corporate risk audit team at Wells Fargo. Previously, he held several leadership roles at RBS in the areas of audit and risk. Earlier in his career, Links served with KPMG.

Stephanie Lyons is vice president of enterprise risk assurance and chief audit executive at Northwestern Mutual. She leads an internal audit function providing internal audit assurance and consulting services to Northwestern Mutual’s life company, mutual funds, registered investment advisor, broker dealer, and federal savings bank. Previously, as the corporate strategy department’s director of strategic planning and consulting, Lyons co-led strategic planning to develop new strategies to drive sustainable sales growth, superior product value, and digital transformation. As assistant general counsel, she served on both the real estate and securities teams of Northwestern Mutual’s law department, advising on private placement transactions, public securities trading, real estate developments, mortgage loans, bankruptcies, work-outs, and various regulatory matters.
CS 6-3: Agile Auditing: A Culture-driven Improvement of Audit Quality and Efficiency

David Alexander, CISA
Agile Coach/Senior Auditor
BBVA USA

Ashlee Askew, CRVPM
Agile Coach I/Team Leader
BBVA USA

Luis De la Fuente, CIA, CRMA
Chief Audit Executive
BBVA USA

The goal of this session is to share a real-life case of implementing the agile project management methodology to manage audit projects. This has been a two-year project intended to change the culture of a team of 70 internal auditors to improve the quality and value added to the firm, as well as the efficiency and time to market of the audit results.

In this session, participants will:

- Understand how the concepts and roles of agile project management methodology can be applied to the internal audit practice.
- Learn the main challenges of implementing agile concepts in the audit environment and how to manage through the cultural change.
- Know what outcome to expect in terms of audit activity metrics, client experience, and employee engagement.

David Alexander is a senior auditor with more than six years of experience in the financial industry, including five with BBVA Compass. He is currently an Agile coach in the internal audit department.

Ashlee Askew is a team leader with more than eight years of auditing experience and 10+ years of experience in the financial industry. She is currently an Agile coach for the internal audit department within BBVA Compass.

Luis de la Fuente has 20+ years of experience in internal audit. He is chief audit executive of BBVA Compass. He has served as head of internal audit for BBVA Spain and Portugal, and for BBVA’s corporate and investment banking worldwide. De la Fuente also served as an instructor in the Executive Master in Management of Financial Institutions program at Madrid’s IEB Business School. He is a frequent speaker at internal audit related forums.
Given the changing landscape in internal audit, redefining the role and the desired capabilities of internal auditors is an imperative. During this session, we will describe a framework and journey recently undertaken by AIG in doing both.

In this session, participants will:

- Understand frameworks for defining the future capabilities of internal auditors.
- Gain insights on addressing potential gaps, including recruiting and training.
- Learn practical application from leading practitioners.

**Matt Campbell** is a recognized thought leader in talent, organization development, and employee experience. Pragmatic and business-savvy, he builds collaborative relationships that influence and deliver results. With broad-based industry exposure, global perspective, and a creative approach, Campbell delivers best-in-class solutions that achieve business goals for increased capabilities and effectiveness. His specialties include business strategy, identity, and design; talent and HR strategy; employee experience strategy and design; talent risk profiling; culture definition and values alignment; capability planning, talent acquisition and workforce management; change management (organizational transformation, M&A, business, and technology); program and project management; team building, skill, and process development; and reward, compensation, and benefits design.

**Julie Gerlach** is a partner in KPMG’s advisory practice based in Atlanta. During her career, she has provided risk, controls, compliance, internal audit, and SOX 404 assistance services to clients in various industries, including financial services, manufacturing, and distribution. She has led internal audit assessments where she has advised clients on leading internal audit practices. Additionally, Gerlach has led teams in documenting processes and controls for operational risk and control self-assessment and has managed co-sourced internal audit functions. She serves as a national knowledge leader for internal audit leading practices and has been a national leader for KPMG’s compliance transformation solutions.
Christina Peri joined AIG in August 2016 and currently serves as a senior managing director in internal audit. She oversees all ongoing activities related to the development and implementation of internal audit’s strategy and practices. Previously, Peri held various senior management roles with JPMorgan Chase for 17 years. Since 2014, she has provided leadership for audit policy and practices, quality assurance, training, technology, reporting, audit committee preparation, and financial and resource planning. She has extensive experience with regulatory supervisors, project management, and day-to-day audit coverage for financial services organizations, including remediation efforts for regulatory consent orders, business change activities, and control initiatives.

Closing Keynote: The Blurred Lines of Audit vs. Risk Oversight: Mitigating Emerging Risks While Balancing Audit Independence

Christa Steele
Public and Private Co Board Director, Former Public Co-CEO

New technology and digital innovation brings transitional risk. Audit independence has become increasingly challenging in the wake of additional risk oversight. The C-suite is now implementing AI, big data, predictive analytics, and blockchain into the overall digital strategy. The boardroom is asking more questions of management as board members become educated on new technologies. The internal auditor is the first line of defense to the boardroom. The auditor’s role is evolving rapidly, as is that of the audit committee and in some cases, separate risk committees, at the board level. CAE budgets aren’t growing; in some cases, budgets are shrinking as you are being asked to “do more with less.”

In this session, participants will:
- Learn about what’s at stake for them and their company in the new digital age.
- Walk away with helpful tips for enhancing communication with their board audit chair.
- Gain the ability to move beyond monitoring governance, risk, and controls to giving a prognosis.
- Discover insights into earning a seat at the table during strategic planning with their C-suite.

Christa Steele became the youngest CEO in the U.S. to lead a $3.5 billion asset size bank located in California’s San Francisco Bay area. As CEO of a public company with $500 million in market cap, she improved core earnings 43% in one year, doubled its value in less than two years, and sold it for a premium. Steele was a partner and board member of FIG Partners, a 10-location investment bank acquired by Janney Montgomery Scott in April 2019. She serves on the Board of Directors for Recology, Tanimura & Antle, OFG Bancorp, Sasser Family Holdings, NACD—Northern California Chapter, and Pacific Coast Banking School. Steele was named one of the "2019 Directors to Watch" by Private Company Director Magazine and as most influential leader in Bay Area business by the San Francisco Business Times.