GS 1: Vision 2020s: Internal Audit Priorities in the Decade Ahead

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

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

In this session, participants will:

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

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

**Monday | March 16, 2020 | 9:15 a.m. – 10:15 a.m. PST**

**GS 2: Point/Counterpoint: Does Being in the Executive Management Incentive Compensation Program Impair a CAE’s Independence?**

Brian Tremblay, CIA, CISA  
Director, Internal Audit  
Acacia Communications

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

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

The *Standards* require that the internal audit activity be independent and that internal auditors be objective in performing their work. However, to ensure that organizations are able to recruit and retain talented internal audit leaders, CAEs should be compensated at a level consistent with their peers. In this session, two experienced internal audit leaders will discuss whether executive management incentive compensation programs, particularly programs tied to organizational financial performance, impair a CAE’s objectivity.

In this session, participants will:
- Consider opposing perspectives for CAEs receiving incentive compensation.
- Assess various alternative methods for fairly compensating CAEs.
- Discuss potential implications for internal auditors at various levels.
- Examine impact on stakeholder impressions if CAEs are compensated uniquely.

**Brian Tremblay** was formerly the CAE for high-tech semiconductor company Acacia Communications. In addition to founding and leading all activities of the internal audit function, he helped prepare the organization to go public (including implementing SOX) and facilitated its implementation of enterprise risk management (ERM). Previously, Tremblay was the director of internal audit at Iron Mountain, overseeing all audits and projects within North America as well as liaising with global quality managers. Prior, as a senior manager at Houghton Mifflin Harcourt, he built out an internal audit department and executed a SOX implementation. Earlier in his career, he worked at Raytheon and Deloitte.
Tim Berichon is a finance leader and speaker whose diverse, in-depth experience in financial, operational, and compliance activities has spanned multiple divisions, processes, technologies, and international geographies. Adept at improving processes, controls, employee engagement, and customer service, he possesses a 30-year background in finance and operational management and leadership that includes internal audit, operational finance, public accounting, and strategic alliances. Berichon has provided internal audit leadership for multibillion-dollar global public companies, and operational finance leadership in both small and larger business units, including a $250m complex, international assignment.

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

Monday | March 16, 2020

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

J. Douglas Watt, CPA
Senior Vice President, 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 over 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 for 19 years in PwC’s banking and capital markets practice.
CS 1-2: Tools and Techniques: Communication Techniques and Strategies to Impact, Influence, and Inspire

Tracie Marquardt, CPA
Audit Communication Specialist
Quality Assurance Communication

How will you lead over the next decade to ensure your team positively impacts your organization and achieves the ultimate value-add of internal audit? Do you have the influencing, negotiating, and critical thinking skills to communicate emerging risks to the business? Effective communication with the business, the board, and your team is more relevant than ever as internal audit faces agile, digital, cloud, AI and other challenges.

In this session, participants will:

• Get clarity on why rate of return (ROR) should be added to your list of KPIs.
• Understand why audit reports are a bottleneck in the achievement of your goals.
• Discover the ripple effects of effective communication at every level.
• Learn how to communicate smarter for better results.

Tracie Marquardt is Europe’s leading audit communication specialist, empowering international internal audit teams to become more effective in their global communication so they achieve better results, more efficiently than ever before. Her clients become agents of positive change within their organizations whose contributions to organizational success are recognized at the C-level. Marquardt partners with client audit teams from her bases in Heidelberg, Germany, and Kingston, Ontario, Canada. She is a Deloitte alumnus and the immediate past president of the Heidelberg chapter of Toastmasters International.

Monday | March 16, 2020  12:30 p.m. – 1:30 p.m. PST

CS 2-1: Influencing Without Power: Creating Collaborative Change

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

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

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

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

CS 2-2: Integrating Audit Analytics With Your Automation Program: A Powerful Marriage

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

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

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

In this session, participants will:

- Understand how RPA technologies differ from other technologies that offer automation capabilities.
- See multiple use-cases of the ideal hand-off between data analytics and RPA.
- Review common pitfalls and how to avoid or mitigate them.
- Perform a hands-on live “opportunity scan” to see how to visualize and report on automation priorities.
Tim Berichon is a finance leader and speaker whose diverse, in-depth experience in financial, operational, and compliance activities has spanned multiple divisions, processes, technologies, and international geographies. Adept at improving processes, controls, employee engagement, and customer service, he possesses a 30-year background in finance and operational management and leadership that includes internal audit, operational finance, public accounting, and strategic alliances. Berichon has provided internal audit leadership for multibillion-dollar global public companies, and operational finance leadership in both small and larger business units, including a $250m complex, international assignment.

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

Monday | March 16, 2020 1:45 p.m. – 2:45 p.m. PST

CS 3-1: Session Information Being Finalized

CS 3-2: Session Information Being Finalized

Monday | March 16, 2020 3:00 p.m. – 4:15 p.m. PST

CS 4-1: Cybersecurity in the 21st Century and What It Means to You

Chris Semrow, CPA, CISA
IS Assurance Senior Manager
BDO

This session will review several topics pertaining to cybersecurity and associated risks that are important in any organization. Such topics include emerging risks and how to address them, related tools and services, the anatomy of a breach, and regulatory aspects of cybersecurity. This session will also provide scenarios of cyber incidents, exposing participants to a various techniques for addressing them.

In this session, participants will:

- Assess the top/key threats affecting businesses today.
- Evaluate the breach cycle.
Learn about tools that assist management in combating cyber risks.

Understand the regulatory and compliance environment today surrounding cybersecurity.

Chris Semrow is BDO’s senior manager for IS assurance in Wisconsin, responsible for reviewing and documenting clients’ applications and controls, identifying control weaknesses, and providing recommendations for remediation. His 20+ years of professional services and leadership experience in IT audit, assurance, and consulting have emphasized IT governance, risk, and compliance, and he has an extensive background in assessing, recommending, implementing, and improving IT general controls and processes. Knowledgeable in the insurance, manufacturing, retail, distribution, and healthcare industries, Semrow has managed and conducted financial statement audits for various companies, executed Lean/Six Sigma projects, and implemented business process improvements for clients.

CS 4-2: Data Analytics: Getting Started in Small Departments

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

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

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.

Tuesday | March 17, 2020

GS 3: Cultivating Cultures of Inclusion and High Performance

Shirley Davis, Ph.D
President and CEO
SDS Global Enterprises, Inc.

What does it take to create a welcoming, inclusive workplace culture that attracts and retains top talent, increases performance and engagement, and fosters collaboration and trust? Dr. Shirley Davis will detail the latest research and future trends on changing global demographics and how workers and work will be impacted. She’ll outline innovative strategies for creating winning cultures and great places to work, as well as identify the new leadership skills and competencies needed to achieve high performance, innovation, and inclusiveness.

In this session, participants will:

- Discuss the demographic disruptions that will define the workplace, workers, and work in the next decade and how that will necessitate more welcoming workplace cultures.
- Define company culture, how it is created, and how it is reinforced.
- Explain the business case and benefits for creating a winning culture in their organization.
- Identify best practices used by some of the world’s most admired companies and learn how they can contribute to building a welcoming, winning, and inclusive workplace.
Dr. Shirley Davis is an accomplished corporate executive, global workforce management expert, certified leadership coach, and master of reinvention. She has worked with leaders at all levels in 30+ countries on five continents and delivered 80+ speeches annually, bringing a high-energy, high-content, and high-value message to audiences worldwide. Her 20+ years of business experience in senior and executive leadership roles with Fortune 100 companies includes having served as vice president of global diversity and inclusion and workplace strategies for the Society for Human Resource Management. Dr. Davis has been a featured expert on numerous television shows and magazines, and she is the author of two LinkedIn Learning courses and two books.

Tuesday | March 17, 2020  
9:15 a.m. – 10:15 a.m. PST

CS 5-1: In Conversation With... Managing Audit Committee Expectations: Do You Have What It Takes?

Michael J. Fucilli, CIA, QIAL, CGAP, CRMA, CFE  
Former Auditor General, Metropolitan Transportation Authority  
Staff Instructor, St. John’s University

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

In a global economy of challenges and uncertainties, audit committees are seeking an approach to internal audit that goes beyond reviewing past activities and preserving current assets to one that is insightful, forward-looking, and focused on creating value on a departmental, divisional, or organizational level. To meet these expectations, CAEs must migrate to more advanced stages of maturity and evolve basic auditing processes and skills to create value and bring insights for their organizations.

In this session, participants will:

- Gain insights into developing an effective internal audit strategy.
- Understand how goals are being met in relation to generating sustainable revenue streams.
- Discover how processes are aligned within the organization in terms of efficiency, effectiveness, and IT system functionality.
- Learn how opportunities for cost savings are identified, followed up on, and put into practice.
- Determine to what extent modern tools, such as mass data analysis, are being used to gather better insights and provide a more comprehensive view on relevant topics.
Michael J. Fucilli has 40 years of internal auditing experience that includes financial services, public sector, defense contracting, inventory management, technology, COSO, and SOX reporting. His background as a chief audit executive spans 20+ years and encompasses all facets of internal auditing and consulting projects. As an adjunct professor for St. John’s University, he teaches The IIA’s CIA Learning System for the Certified Internal Auditor Exam. Fucilli has provided training for The IIA, MISTI, CFE Association, AICPA, various top 100 corporations, and major federal and state government agencies. He has conducted courses and presentations throughout North America, Europe, Asia, and the Caribbean, receiving the highest ratings from participants.

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

CS 5-2: IT and Cyber Audit Automation Strategy Using Robotics (for Resource-constrained Audit Departments)

Curtis Josey Jr., ACDA, CISA, MCP
Data Analytics Manager
Cornell University

Dan Zitting, CPA, CISA
Chief Customer Experience Officer
Galvanize

Finding auditors with skills in IT and cybersecurity is one of the biggest challenges in attracting and retaining talent. But these risk areas lend themselves to automated auditing techniques, thanks to the wealth of relevant data and the accessibility of integrated toolsets. Learn how resource-constrained audit shops can use robotic process automation (RPA) to extend assurance coverage and enhance the value delivered in areas of IT risk/cybersecurity?

In this session, participants will:

- Understand how to apply RPA techniques to extend the coverage and impact of their IT and cybersecurity audit strategy and resources.
- Examine the specific outcomes of IT audit automation, including data-driven IT risk assessment and full automation of IT SOX and audit control testing, and improved relationships with IT stakeholders.
- Develop an ROI calculation/business case for your enhanced IT audit strategy during the session, evaluating how results similar to the case study would impact your organization.
- Identify your current maturity level and roadmap for automating IT audit.
Curtis Josey Jr. is a proven risk assurance professional who co-created an award-winning continuous assurance service for Cornell University by harnessing the power of data analytics, robotic process automation, human computer interaction, and agile project management concepts. He acquired 15+ years of experience in administration operations and information technology prior to joining internal audit. Josey has developed and presented CPE trainings at national conferences, webinars, and regional user groups.

Dan Zitting provides executive leadership for company strategy, products, marketing, and customer success as the chief customer experience officer at Galvanize. Dedicated to advancing cloud and “big data” technologies, he has been covered as a thought leader in The Wall Street Journal, CFO Magazine, Bloomberg, Reuters, The Street, and CNBC. Prior to Galvanize, Zitting spent four years with EY’s technology and security risk services practice and co-founded Linford & Company LLP, a provider of GRC consulting services that grew to serving clients across North America, Europe, and Asia. He has been recognized as an IIA Emerging Leader and named to multiple “Forty under 40” lists.

**Tuesday | March 17, 2020**

**10: 30 a.m. – 11:30 a.m. PST**

**CS 6-1: Auditing Culture: Frameworks and Proven Techniques**

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

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

In this session, participants will:

- Realize that the goal of auditing culture is not to reach a point in time conclusion, but to continually enrich stakeholders understanding of the culture.
- See examples of various audit techniques being used today to meet this goal.
- Take away two cultural frameworks, two practical evaluation tools, and two lists of metrics that can provide quantitative evidence.
- Learn how to improve an existing entity-wide employee survey to help integrate culture into audit planning and audit projects.
- Understand the keys to success in meeting the challenge of auditing culture.
James Roth is president of AuditTrends, LLC, a training firm devoted to identifying and communicating internal audit best practices. He has published nine books, including Best Practices: Evaluating the Corporate Culture, and seven other major educational products for The IIA, including Vision University. His article, “How to Audit Culture,” won the John B. Thurston Award as the best article in Internal Auditor magazine in 2017. He is also a recipient of the Bradford Cadmus Memorial Award for his contributions to the advancement of the internal audit profession.

**CS 6-2: Auditing the Cloud: A Behind-the-Scenes Look**

Brian Foster, CIA, CPA  
Internal Audit, General Manager  
Microsoft

Kunal Kaushik, CISA, PMP  
Senior Security Audit Manager  
Microsoft IA

Ever wondered what it takes to audit Azure and Office 365? Or how you should think about and audit the cloud as a key part of your third-party risk? This is the session for you! Participants will hear from the internal audit leaders at Microsoft responsible for auditing some of the largest cloud services on the planet, including Azure, Office 365, LinkedIn, and GitHub.

In this session, participants will:

- Get a behind-the-scenes look into the challenges, opportunities, and excitement in covering this growing and complex cloud environment.
- Learn the contrasting approaches to auditing a Cloud Service Provider (CSP) versus a Cloud Service Customer (CSC) in the context of third-party risk.
- Gain insights into how to leverage The IIA’s Auditing Third-party Risk Practice Guide when auditing their CSP of choice.

Brian Foster has been with Microsoft over 20 years in a variety of roles. In addition to internal audit, he has served as the controller for several of Microsoft’s business units, including Office, Windows, Cloud & Enterprise, Devices, and Gaming. Within The IIA, Foster previously served on the Board for the Puget Sound Chapter in North America, and has been serving IIA Global since 2009 on the Professional Issues Committee, the Professional Certifications Board, and currently on the IT Guidance Committee.

Prior to joining Microsoft, Foster was a divisional controller and corporate accounting manager at a leading entertainment and educational software company from 1996 to 1998, and spent 1994 to 1996 with Deloitte
and Touche, serving clients in a variety of industries, including technology, retail, manufacturing, food and consumer products, and healthcare.

**Kunal Kaushik** is a senior security audit manager with Microsoft Internal Audit. As a security SME, he covers technical audit workstreams across Microsoft’s cloud offerings, having spent more than 20 years of his career in IT, digital security, and IAM operations. He is currently working on building audit programs for highly secure workloads.

**Tuesday | March 17, 2020**

**CS 7-1: In Conversation With...Using New COSO Guidance in a Transformational World**

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

**Moderator:**
Benito Ybarra, CIA, CISA, CFE, CCEP
Chief Audit and Compliance Officer
Texas Department of Transportation

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

In this session, participants will:

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

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

**Benito Ybarra** serves as Chief Audit and Compliance Officer at the Texas Dept. of Transportation (TxDOT). Ybarra oversees TxDOT’s Internal Audit and Compliance divisions. These functions are aimed at improving organization practices, risk management, accountability and governance through value-driven audits, reviews, investigations and advisory services engagements. Prior to joining TxDOT in September 2011, Ybarra worked at Dell Inc. and Texas Guaranteed Student Loan Corporation. He has earned designations as a Certified Internal Auditor, Certified Information Systems Auditor, Certified Fraud Examiner and Certified Compliance and Ethics Professional, as a result of his more than 20 years of audit and investigations experience. In addition to sitting on the Institute of Internal Auditors' (IIA) Global Board of Directors, Ybarra is the senior vice chairman of the IIA’s North American Board.

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**CS 7-2: Agile Internal Audit In Real Life**

Brian Christensen, CPA  
Executive Vice President, Global Internal Audit  
Protiviti

Michael Williams, CIA, CRMA  
Group IT Audit Program Manager  
Microsoft

We will dive deep into agile auditing methodology, exploring fundamental agile concepts and how they can practically be applied to IA. We will demystify some of the common terminology, including sprints, scrum, backlogs, product owners, and scrum masters. We will also walk through a real-life case study of how one internal audit group applied agile concepts to their internal audit methodology, including lessons learned along the way and value achieved.

In this session, participants will:
- Discuss how a next-generation internal audit strategy must focus on more than just new technology.
- Gain a fundamental understanding of agile methodology and terminology that can be built upon.
- Explore a case study of how agile audit was incorporated into one organization’s internal audit methodology, including lessons learned and value achieved.

**Brian Christensen** is a founding managing director at Protiviti and currently serves as global leader of the firm’s internal audit and financial advisory practice. He is also president of the Internal Audit Foundation. Christensen was recognized by Consulting Magazine as one of the Top 25 Consultants in 2017 in the leadership...
category and by the National Association of Corporate Directors (NACD) in the 2019 NACD 100 as one of the top contributors on corporate governance. He was previously a partner with Arthur Andersen.

Michael Williams is a group IT audit program manager at Microsoft in Redmond, Washington. An internal audit and training professional, he has more than 20 years of experience in various roles with Microsoft, EY, and Washington Prime Group. Williams is an enthusiastic and persuasive speaker who shares real-world applications for complex business problems.

**Tuesday | March 17, 2020**

**CS 8-1: Four Best Practices for Next-Gen Internal Audit Functions**

Tom O'Reilly  
Director and Internal Audit Practice Leader  
AuditBoard  

Juan Restrepo, CPA  
Product Solutions Manager  
AuditBoard  

In this session, we will explore the major pain points of managing and performing internal audits. Attendees will learn how technology can be used to help automate processes, enhance reporting, and improve the culture of control compliance.

Tom O'Reilly is the internal audit practice leader at AuditBoard, a provider of SaaS solutions for collaborating, managing, analyzing, and reporting on critical internal controls data. Prior, as vice president and general manager of internal audit at MISTI, he was responsible for strategic direction and oversight of all internal and IT audit-related training programs. Previously, O’Reilly was the director of internal audit and chief audit executive at Analog Devices and internal audit manager in EY’s risk advisory practice. He also founded the 200+-member, New England-based CAE Leadership Forum.

Juan Restrepo is a manager of product solutions at AuditBoard. In this role, he works with clients of all sizes to help automate their audit and compliance activities and effectively implement the AuditBoard solution. Previously, he was with PwC’s external audit practice, supporting clients within the healthcare and biotechnology space. After obtaining his CPA, Restrepo transitioned into industry within healthcare and telecommunications. During these roles, he managed multiple audit technology platforms — from homegrown solutions to legacy GRC tools.
The privacy and data protection landscape is changing rapidly, requiring organizations to think strategically about information security and privacy issues. In addition to their risk management role as the third line of defense, internal auditors are poised to help organizations address these issues: first, by encouraging a risk-based approach, focusing on the highest-risk data before tracking how it is used; then, by helping organizations confront and address relevant concerns.

In this session, participants will:

- Identify ways the privacy and data protection environment is evolving.
- Review how those changes are impacting regulatory requirements.
- Establish a set of questions to help their organizations understand and address key concerns.

**Pam Hrubey** is a managing director in Crowe’s Consulting practice, helping life sciences clients around the world solve their privacy and data protection and other risk-related challenges through practical assessment, project plan development, and the design and implementation of client-specific solutions. Prior to joining Crowe, Dr. Hrubey’s experience included global leadership positions in a top 10 global pharmaceutical company, where she held responsibility for enterprise risk management, privacy and data protection, ethics and compliance, clinical data management, medical communications, and human resources development and support.

**R. Michael Varney** has more than 20 years of experience in internal audit, risk management, accounting, and financial reporting management. He has held various positions with large Fortune 1000 global and domestic companies as well as accounting firms. Varney has also managed audit engagements of foreign and domestic operating sites, resulting in detailed control process documentation and control process improvement recommendations.
CS 9-1: Creating an Ethical Organizational Culture

Michael "Brett" Hood, CFE, MBA
Director
21st Century Learning and Consulting, LLC

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

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

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

CS 9-2: A New Enron Is Coming: Cybersecurity Poses a Major Risk to ERP Systems

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

Brian Tremblay, CIA, CISA
Former Chief Audit Executive
Acacia Communications Inc.
A recent survey shows 65% of organizations acknowledge a breach within their ERP systems, demonstrating IT general controls are no longer adequate by themselves. This session will demonstrate how the “bad guys” breach ERP systems in spite of IT general controls; the potential impact on SOX compliance; how auditors can adapt audit testing to provide management and the board with proper assurance; and how auditors can continually adapt to the changes in cyber.

In this session, participants will:

- Understand the impact of cybersecurity on SOX compliance.
- Learn how auditors can adapt audit testing under these new emerging risks.
- Develop new ideas about how to continuously adapt to changes in cybersecurity.

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

Brian Tremblay was formerly the CAE for high-tech semiconductor company Acacia Communications. In addition to founding and leading all activities of the internal audit function, he helped prepare the organization to go public (including implementing SOX) and facilitated its implementation of enterprise risk management (ERM). Previously, Tremblay was the director of internal audit at Iron Mountain, overseeing all audits and projects within North America as well as liaising with global quality managers. Prior, as a senior manager at Houghton Mifflin Harcourt, he built out an internal audit department and executed a SOX implementation. Earlier in his career, he worked at Raytheon and Deloitte.
Wednesday | March 18, 2020 8:30 a.m. – 9:45 a.m. PST

**GS 4: Bad Blood - The Rise and Fall of Theranos: A Conversation With John Carreyrou**

John Carreyrou  
Pulitzer Prize Winner and Best-selling Author

Moderator:  
William Michalisin, CIA  
Executive Vice President and Chief Operating Officer  
The Institute of Internal Auditors

John Carreyrou authored the New York Times bestseller, Bad Blood: Secrets and Lies in a Silicon Valley Startup. He was the first to break the scandal surrounding the failed biomedical startup Theranos in his reporting for The Wall Street Journal. In this talk, Carreyrou will discuss the ethical lapses, credulous media coverage, and lax oversight that allowed Theranos to achieve a “unicorn” valuation of $9 billion. He will also share lessons companies, journalists, and future business leaders can learn from its fall.

**John Carreyrou** is a two-time Pulitzer Prize-winning investigative reporter at The Wall Street Journal and the New York Times bestselling author of Bad Blood: Secrets and Lies in a Silicon Valley Startup. For his extensive coverage of Theranos, Carreyrou was awarded the George Polk Award for Financial Reporting, the Gerald Loeb Award for Distinguished Business and Financial Journalism in the category of beat reporting, and the Barlett & Steele Silver Award for Investigative Business Journalism.

**William Michalisin** is the Executive Vice President & Chief Operating Officer for The Institute of Internal Auditors (IIA), the global professional association and standard-setting body for internal auditors. The IIA serves more than 200,000 members in over 200 countries and territories and acts as the internal audit profession’s recognized advocate, educator, and provider of standards, guidance, and certifications globally.

In his current role, Michalisin leads operations and core services offered to IIA members globally, including, Membership, Certifications, Training & Conferences, Standards & Guidance and Professional Knowledge, Advocacy & Government Relations, Chapter and Institute Relations, Partnerships, Sales and Business Development.

Prior to joining The IIA, Michalisin was Industry Marketing Leader for Consumer & Industrial Products at Deloitte, which included responsibilities for cross-functional delivery within aerospace and defense, automotive, consumer products, process and industrial products, retail and distribution, and travel, hospitality, and leisure sectors. Earlier in his career, Michalisin was a consultant delivering business process strategy, risk management and fraud/forensic investigation services at both Deloitte Consulting and Accenture, to clients in multiple industry sectors.
Michalisin graduated magna cum laude from Columbia University with a master’s in Strategic Communications and has a bachelor’s degree in International Relations and Economics from Bucknell University. He also has his CIA designation and is a member of the Institute of Internal Auditors.

Wednesday | March 18, 2020 10:00 a.m. – 11:15 a.m. PST

GS 5: How to Compete in a Global Economy

Todd Buchholz
Former Director, Economic Policy
White House

Never before have businesses felt such excruciating pressure to compete. While riding a roller coaster stock market, firms have struggled to raise prices, even when their costs go up. China poses a threat, but also an opportunity for new sales. Loyal customers seem ready to jump to a competitor. How can your company or industry survive and thrive?

In this session, participants will:

- Understand what Congress may do to help or hurt their industry in the coming year.
- Learn how to anticipate new trends that could open up fresh opportunities for manufacturing, service, and technology companies.

Todd Buchholz is a frequent commentator on the state of the markets, bringing his experience as a former White House director of economic policy, managing director of the $15-billion Tiger hedge fund, and Harvard economics teacher to the cutting edge of economics, fiscal politics, finance, and business strategy. Buchholz appears regularly on ABC News, PBS, and CBS and recently hosted his own special on CNBC. He has debated such luminaries in the field as Lester Thurow and Nobel Laureate Joseph Stiglitz. He’s also served as CEO of Sproglit; president of G7 Group; fellow at Cambridge University; and co-producer of Broadway’s Jersey Boys. Buchholz won Harvard’s Allyn Young Teaching Prize, holds several patents, and invented the Math Arrow.