



How to Help Auditors Develop While Ensuring They Don't Leave

Maciej Piółunowicz, CIA
Head, Internal Audit
Bank Gospodarstwa Krajowego
Poland

Training and development is key for auditors. We need to have up-to-date technical knowledge to properly audit different businesses. We require soft competencies — like negotiation, communication, and report writing. And we must be able to manage stress in our very tough job. How can we achieve that? What other aspects, besides formal training, can be useful? And most importantly, how can we create a culture that auditors will thrive in and want to be a part of?

In this session, participants will:

- Find out about cultural transformation that took place in BGK (State Development Bank of Poland).
- Analyze what ways and tools are best to use for internal auditors' development.
- Select the methods and actions organizations should use to ensure internal auditors do not leave.
- Discuss the key ingredients for creating a cultural climate that is good for internal auditors.

Maciej Piółunowicz has 15+ years of experience as an internal auditor in banks. Since 2010, he's been chief audit executive of Bank Gospodarstwa Krajowego (State Development Bank of Poland), one of the largest banks in Poland, where he manages a team of 21 internal auditors. Earlier, he worked in internal audit in BZ WBK (currently the Polish branch of Santander Bank, and the third largest bank in Poland) and National Bank of Poland (Polish central bank). He is a lecturer at post-graduate studies on internal audit at the Warsaw School of Economics (SGH), the most widely known and the best economic university in Poland. He is a former Vice-Chairman of IIA–Poland, where he was responsible for cooperation with financial sector auditors and communication with IIA members. He has cooperated in different forms with IIA Poland for almost two decades. He holds the CIA designation.

Piółunowicz is an author of articles on internal audit and corporate governance published by leading Polish magazines. He has conducted a number of presentations, and led or participated in panel discussions during conferences organized both in Poland and abroad; in Poland most notably during annual, financial, and IT conferences organized by IIA–Poland and at meetings of the financial services auditors' branch of IIA–Poland. He was also a speaker during an international conference in Latvia in 2019, hosted a webinar for IIA–Bulgaria in 2020, and as CAE of BGK, he's delivered presentations at meetings in Frankfurt, Brussels, Paris, and Rome.

CPE Credit: 1.2

Field of Study: Auditing

Learning Level: Intermediate



Defining and Measuring the Value of Internal Audit: Best Practices to Increase Your Added Value

Marc Eulerich, CIA
Professor of Internal Audit
University of Duisburg-Essen
Germany

This session presents current research findings about one of the main unanswered questions of our profession: What is the value of internal auditing? This question is of special relevance not only for internal audit's stakeholders, like the C-suite, audit committee, or auditee, but also for every single internal auditor and the whole profession. This session presents results from a global study by the IIA based on interviews and surveys. We try to answer the following questions: How do internal auditors and internal audit functions define their added value to the organization? How do internal auditors and internal audit functions measure their added value? How do internal auditors and internal audit functions communicate their added value? What are the expectations of stakeholders?

In this session, participants will:

- Learn about the expected value of management and board.
- Understand multiple perspectives of internal audit's value.
- Learn how to align internal audit functions' activities to maximize the added value.
- Explore how to create a transparent measurement and communication model for internal audit functions' added value.

Prof. Dr. Marc Eulerich has been a professor of internal auditing at the Mercator School of Management, University Duisburg-Essen, since 2011. The professorship is sponsored by the German Institute of Internal Auditors with an explicit focus on internal auditing research and teaching. He is program coordinator for the Internal Auditing Education Partnership Program and chair of the scientific committee of the German IIA. He has published numerous scientific and practitioner articles and books about corporate governance, internal auditing, and strategy. His research is published in Auditing, Accounting Horizons, Journal of Information Systems, Accounting History Review, Managerial Auditing Journal, International Journal of Auditing, Internal Auditor magazine, and numerous other journals. He is qualified as a Certified Internal Auditor (CIA). Dr. Eulerich also supports the global profession of internal audit with numerous talks and consulting projects to intensify the relationship between theory and practice.

CPE Credit: 1.2

Field of Study: Auditing

Learning Level: Advanced



Internal Audit Imperatives Post-Covid-19

Ranjit Singh Taram Singh, CIA, CRMA
Director, Global Services for 2020–21
The IIA Global Board
Malaysia

Jenitha John, CIA, QIAL
2020–21 IIA Chairman of the Global Board
South Africa

Join Jenitha John, 2020–21 Chair of The IIA’s Global Board of Directors, and Ranjit Singh Taram Singh, IIA Global Board member, in a discussion on the current state of the industry and their vision of the Future of Work for internal audit professionals. They will discuss adapting to the new realities, implementing new methods of work, and curating effective skills for the Auditor of the Future. The discussion will also address hot topics, including remote auditing and teleworking concerns, as well as auditors moving on from resilience to re-imagination.

Ranjit Singh Taram Singh has 30+ years of risk management, internal audit, and forensic accounting experience in Malaysia and the US. As a partner of KPMG, he pioneered the risk, internal audit, and forensic practice. He has led and completed governance, ERM, internal audit, and forensic accounting projects for 150+ companies in various industries throughout 30+ countries. Singh serves on the Board of Directors of Global IIA and IIA–Malaysia, was previously a member of the Global IIA Audit Committee and IASB, and is a past president of ACIIA and IIA–Malaysia. He has led numerous workshops for Malaysian Stock Exchange, spoken at several IIA conferences, and appeared on multiple television and radio shows.

Jenitha John is 2020-21 Chair of The Institute of Internal Auditors (IIA) Global Board of Directors. In this role, John serves as an officer of the Global Board, is chairman of the Supervisory Committee, and presides over the Global Assembly. She has more than 27 years of experience in internal auditing, including as a Chief Audit Executive. Before becoming Chairman of The IIA Global Board, John’s volunteer roles included serving as the Global Board’s Senior Vice Chair (2019-20), as well as serving on the IPPF Relook Task Force, Committee of Research and Education Advisors, Financial Services Guidance Committee, and on the Global Board’s Executive Committee as 2018-19 Vice Chairman-Professional Certifications, and 2017-18 Vice Chairman-Professional Practices. John also led a global task force on the recently updated Three Lines Model (formerly Three Lines of Defense). John paralleled her executive role by having served as a non-executive director of both public- and private-sector entities. A seasoned executive with experience in industries ranging from utilities to telecommunications, agriculture, health care, insurance, automobile, information technology, and financial services, she currently serves as a non-executive director and Audit Committee Chairman of listed company boards in South Africa. Recognized as “South Africa’s Internal Auditor of the Year” in 2014, John has addressed conferences around the globe on a wide array of topics, such as internal audit’s role in governance, combined assurance, women in leadership, the impact of AI and robotics on industries, emerging issues in the financial services industry, and the value of key performance indicators. In addition, John actively participates in mentoring circles, panel discussions, and networking sessions throughout the world, and strongly believes in developing young minds. John is a Certified Internal Auditor (CIA) and has received the Qualification in Internal Audit Leadership (QIAL) designation. Other professional credentials include CA(SA), South African Institute of Chartered Accountants; CD(SA),



Institute of Directors (Chartered Director); and SEP, Senior Executive Program, Harvard Business School. John received a bachelor's degree from the University of KwaZulu-Natal and an Honors degree from the University of South Africa, majoring in financial accounting, management accounting, taxation, auditing and economics. For her chairman's year theme, John chose "Reimagining Resilience" to emphasize the role agility plays in internal audit every day, but particularly during times of crisis.

CPE Credit: 1.2

Field of Study: Auditing

Learning Level: Intermediate

Leveraging Data Science in Internal Audit

Vincent Cheang
Director, Internal Audit
GIC Pte Ltd.
Singapore

Nick Yeo Lik Khian, PhD
Data Scientist
GIC Pte Ltd.
Singapore

The session will examine real-life use cases of how data science is applied in internal audit, including techniques like natural language processing, supervised and unsupervised machine learning, and deep learning. The session will walk through specific use cases and explain how the data science technique works, providing the audience with a good appreciation of how these techniques are actually applied in a real-world scenario by explaining how the techniques are translated from a theoretical to a practical application in the internal audit context.

In this session, participants will:

- Appreciate and understand the data science concept.
- Learn how these are applied to specific use cases in internal audit.
- Realize the significant impact and assurance that data science can offer to internal audit.

Vincent Cheang is a director of internal audit, leading the department in fostering a strong corporate governance and control environment in GIC. He focuses on employing best practice audit methodologies and being a trusted business partner to other functional areas to bring about positive changes to GIC's control environment. Recently, Cheang has focused on moving the internal audit function into the digital space as a champion of data science adoption in internal audit. Prior to joining GIC, he held various internal audit positions in Barclays Bank, Deutsche Bank AG, and Societe Generale.

Dr. Nick Yeo applies data science for natural language processing (NLP), computer vision, and other forms of data to develop impactful products and actionable insights. He holds a PhD from the National University of Singapore as a recipient of the Singapore-MIT Alliance for Research and Technology (SMART) Graduate Fellowship. He earned his



degree analyzing satellite data and using high-performance computers to model the effects of climate change on local hydrology.

CPE Credit: 1.2

Field of Study: Specialized Knowledge and Applications

Learning Level: Intermediate

Elevate Your Audit With Drones!

Deniz Appelbaum, PhD
Assistant Professor
Montclair State University
(Fastpath)
USA

Drones are evolving in many industries today, and auditing is no exception. Auditors not already gaining from the potential of drone-empowered applications in their audit programs could be left behind if they do not adapt and adopt. To expand your understanding of the potential of drones today in auditing, join this presentation. Attendees will gain the resources they need to stay current with the latest drone advancements and scale new heights in delivering increased value to their organization.

In this session, participants will:

- Acquire knowledge about current business and potential audit use of drones.
- Understand how drones have permeated many industries.
- Follow a data-driven procedure for applying drones to an audit for measurable results.
- Develop ideas for quick applications of drones in the audit process.

Dr. Deniz Appelbaum is an assistant professor of the Department of Accounting and Finance at the Feliciano School of Business of Montclair State University. She has published manuscripts in *Accounting Horizons*, *Journal of Emerging Technologies in Accounting*, *Auditing: Journal of Practice and Theory*, and other academic and practitioner journals, based on her research regarding analytics, big data, blockchain, and automation in financial auditing and fraud detection. She presents frequently at the American Accounting Association and more recently with The IIA–Canada. The accounting and auditing professions are currently undergoing huge disruptions due to technical innovations, and Dr. Appelbaum is devoted to assisting her audience in preparing for these changes.

CPE Credit: 1.2

Field of Study: Computer Software and Applications

Learning Level: Basic



ESG Performance, Reporting and Assurance

Robert B. Hirth, Jr.
Senior Managing Director, Protiviti
Chairman Emeritus, Committee of Sponsoring Organizations of the Treadway Commission (COSO)
Co-Vice Chair of the SASB Standards Board
Sector Chair for Technology & Communications

Environmental, Social, and Governance (ESG) performance, reporting, and assurance have gained center stage around the world as organizations seek to better understand the needs and concerns of a variety of stakeholders, improve their own performance, and better communicate their ability to create long term sustainable value. Internal audit can play a valuable role in providing expanded ERM activity, objective assurance, and consulting as their organizations start, evolve, and continuously improve their ESG activities.

In this session, participants will:

- Learn about the latest drivers and application of ESG activity that enhance organizational value and sustainability for key internal and external stakeholders.
- Gain insight into the most current ESG reporting techniques and leading practices as well as reporting frameworks used by leading organizations globally.
- See how internal audit can add substantial value to ESG activities and reporting through expanded ERM, objective assurance, and consulting activities.

Bob Hirth was appointed to the nine-member standard setting board of the Sustainability Accounting Standards Board (SASB) upon its formation in 2017 and serves as a vice chair of the board. He currently heads SASB's technology and communications sector committee and is a member of the services, healthcare and extractive and minerals processing sector committees.

Serving as COSO chair from June 2013 to February 2018, Hirth's activities included leading COSO's project on revising its Enterprise Risk Management Framework, which was released in September 2017; issuing COSO's Guide on Fraud Risk Management; and actively promoting COSO's 2013 Internal Control Integrated Framework around the world and through the media. He initiated COSO's guidance on ERM/ESG integration, which was issued in 2018. He has worked on assignments and made presentations in 20+ countries, serving 50+ organizations and working closely with board members, C-level executives, university professors, finance and accounting personnel, and public accounting firm partners and employees.

He is a senior managing director of Protiviti, a global internal audit and business risk consulting firm that operates in 22 countries. Prior to that, he was executive vice president of global internal audit and a member of the firm's six-person executive management team for the first ten years of Protiviti's development. In 2013, Hirth was inducted into The IIA's American Hall of Distinguished Audit Practitioners. In 2014 and 2015, he served as the chairman of The IIA's IPPF re-look task force.



CPE Credit: 1.2

Field of Study: Specialized Knowledge and Applications

Learning Level: Intermediate

Internal Audit Reimagined: The Race to Relevance

Imran Zia, CIA, CRMA, ACA, FCCA, CISA, CFE, GRCP
Director, Audit and Assurance
Government of British Columbia
Canada

The world of business is changing at an incredible speed. New technologies, demands, and solutions are challenging organizations and their leaders to rethink, refocus, and reinvent. This new reality challenges the perception and tolerance of key stakeholders towards the organizational management of risk and leads to the question: How have recent events in the corporate environment impacted the role of internal audit now and in the future? To survive and thrive, the internal audit profession needs a much higher tolerance and preparedness for uncertainty. The profession must quickly respond and adapt to this “New Normal.” Added to this global dimension, this session will put a new spotlight on the rapidly evolving role of internal audit professionals, explain how internal audit should respond to the dynamic business environment, re-think ways of aligning with change, and focus on the strategy that internal audit can adopt to accelerate its evolution from where it is to where it should be.

In this session, participants will:

- Learn to develop a future-focused approach towards internal auditing, focusing on where the risk is going to be, instead of where it has been.
- Explore true “value creation” for key stakeholders, including what is real value and how to deliver what matters the most.
- Discover ways to turn insights into outsights (being able to predict the weather, rather than just reporting it).
- Determine how internal audit professionals should respond to the dynamic business environment and re-think ways of aligning with the change.

Imran Zia is a seasoned professional who has established a reputation as a transformational leader. His expertise encompasses all aspects of internal audit and risk management. He has served various national and multinational organizations as an internal audit leader and currently works for the Government of British Columbia, Canada as director of audit and assurance. Zia is a proud winner of the “Internal Audit Excellence Award” from ICAEW (Institute of Chartered Accountants in England & Wales). He is actively involved in the profession, contributing as a subject matter expert, authoring professional articles, presenting at IIA national and international conferences, and participating in professional podcasts and forums globally.

CPE Credit: 1.2

Field of Study: Auditing

Learning Level: Intermediate



Ethics and Integrity in Turbulent Times

Deanna Sullivan, CIA, CRMA, CFE, CPA, CGMA

Principal

SullivanSolutions

USA

In today's environment, organizations and individuals are faced with new and significant decisions that pose difficult ethical dilemmas. While ethics and integrity have been touted for decades, turbulent times can turn these critical culture components into mere buzzwords. A recent survey showed 60% of employees do not believe management operates with integrity and 30% of respondents said they would behave unethically to enhance their career progression. This interactive session will present ideas to address these issues and move ethics and integrity from buzzwords to accepted behavior.

In this session, participants will:

- Distinguish between ethics and integrity and their impact on internal controls.
- Evaluate the role values play in an organization's ethical decision making.
- Identify methods to measure and monitor personal and corporate integrity.
- Gain insights into strengthening the organization's control environment.

Deanna Sullivan is an internationally recognized speaker, author, and trainer. She has a diverse background ranging from auditing and accounting to consulting and training. She was a partner in Arthur Andersen's risk consulting practice and earlier in her career, was responsible for international and operational auditing at Enron Corp and Diamond Shamrock Corporation. Sullivan has been active on a variety of IIA International committees and delivers training for The IIA globally. She also serves as chairman of the Houston Chapter's Annual Conference. She is certified to teach ethics for Texas CPAs and is a Certified Ziglar Legacy Trainer and a certified DISC Behavioral Analyst. Entertaining education is her passion, so she uses her spare time to teach a bible study class at Second Baptist Church and speak to businesses and schools for the Houston Livestock Show and Rodeo.

CPE Credit: 1.2

Field of Study: Behavioral Ethics

Learning Level: Intermediate



Effectively Communicating Audit Results: Let's Get to the Point

Justin Gwin, CIA, CRMA, CISA, CPA, CRISC
Managing Director
BDO
USA

Steve Roth, CIA, CPA
Vice President, Internal Audit and ERM
Norwegian Cruise Line
USA

Too often, audit reports appear to showcase internal audit procedures and provide overly detailed findings that are of no interest to the intended reader. Many internal auditors feel the need to capture all testing results in an audit report. However, it's worth noting that The IIA's *Standards* do NOT require an audit report, but rather simply state: "Internal auditors must communicate the results of engagements." Additionally, a written audit report can become a point of contention with management, which erodes our relationships, causes budget overruns, and delays the delivery of results to stakeholders. All can be avoided. This session will explore effective communication of audit results as well as techniques for developing succinct written reports.

In this session, participants will:

- Establish criteria to identify internal audit projects which require written reports and those that do not.
- Develop communication skills to deliver results verbally without the need for a written report.
- Learn techniques to effectively tell a story and highlight key issues within an audit report.

Justin Gwin leads BDO's risk advisory services practice in Florida. He has more than 16 years of experience in financial, operational, and IT-related controls testing. His specialties include internal audit, business process control assessments, compliance reviews, information technology and security evaluations, risk management assurance, Service Organization Control (SOC) reporting, SOX compliance, and external quality assessment reviews. Gwin has significant experience helping clients manage and mitigate risk across a wide variety of industries, including manufacturing/distribution, banking, insurance, real estate, nonprofit, professional services, technology, and more.

Prior to joining BDO, he led the governance, risk management, and internal audit service for a regional accounting firm in Florida. He also served as an outsourced chief audit executive for multiple organizations. In addition, Gwin spent four years at Mazars in London, working extensively in the insurance sector, conducting internal audits of underwriting, claims, re-insurance, governance, and Coverholder/TPA audits. While abroad, he also performed internal audits, SOX testing, and compliance and controls evaluations for multiple global corporations and client offices throughout Europe.



Gwin has extensive experience assisting clients of all sizes with identification and remediation of Internal Controls over Financial Reporting (ICFR), including collaborating with management to determine effective solutions based on resources available to the organization. He has earned multiple certifications and is also certified in COSO Internal Controls.

Steve Roth has 27+ years of internal and external auditing experience. During his tenure with Prestige Cruise/Norwegian Cruise Line, he has held the roles of vice president, senior director, and key ethics contact, overseeing development of the internal audit function, SOX compliance program, and ERM efforts. Previously, as creator of Audit Assessment Group, Roth conducted 25+ assessments of internal audit activities nationwide and led internal audit functions on an interim basis. Prior, as internal audit manager at Royal Caribbean Cruises, he helped establish a nationally recognized audit department. Roth began his career at Deloitte & Touche as a senior financial auditor. He currently serves on the board of IIA–Miami and as an adjunct professor at Florida International University.

CPE Credit: 1.2

Field of Study: Auditing

Learning Level: Intermediate