



2011

*The only professional body in Belgium
dedicated to the profession of Internal Audit*

EDUCATION PROGRAM



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2011 EDUCATION PROGRAM HIGHLIGHTS

We are pleased to share with you the Education Program for 2011.

IIA Belgium is the leading provider of internal audit training in Belgium. We have over 50 courses in specialized areas, designed to suit all levels of ability and in various languages (English, French and Dutch).

Through our range of seminars, events, conferences and tailored in-house training programs, IIA Belgium helps internal auditors reaching their full potential and achieving professional success. As the market leader in internal audit training we are committed to identify the latest trends and developments to ensure we incorporate leading-edge thinking and practice into all our training courses.

We provide top quality internal audit trainings delivered by leading specialist trainers at competitive prices. The number of delegates enrolled on each course is strictly limited to ensure that everyone has the opportunity to discuss their personal requirements with the tutor and receive individual attention.

With the new regulations and the financial situation, the profession is evolving a lot and it is crucial to be a specialist in both internal auditing and business practices.

The positioning of the internal auditors towards the other “assurance” functions, as the third line of defense, is more and more challenging. Therefore, the soft skills are more than ever important in order to communicate the right information, in the right way to each stakeholder.

The program aims to assist all audit practitioners in completing their daily job.

The IIA is following this evolution and will issue new International Standards for the Professional Practice of Internal Auditing in January 2011.

In the 2011 program, we have defined three levels:

- > New internal auditors
- > Experienced internal auditors
- > The internal audit managers

In the auditing tools and techniques, new seminars were added to cover new topics of interest for the profession: outsourcing, data mining and creative tools.

The skills required are defined in three categories:

- > Internal auditing methodology: knowledge required about the internal audit process, risks and controls, internal auditing tools and techniques, including the business process review.
- > Knowledge areas: information needed to perform specific audits.
- > Behavioral skills: soft skills to interact with others effectively.

Next to the private sector stream, two new streams have been added:

- > Public sector stream: seminars adapted to the specificities of the public sector.
- > Chief Audit Executive stream: program for new Heads and managers wishing to evolve to the CAE's function.

We remain at your disposal to assist you in defining the education program of your team.

We are also able to offer any of the courses in-house and, if necessary, tailor any course to cater for more specific requirements. The following trainings are also available in English upon request:

- > Introduction to Internal Audit
- > Introduction to IT audit
- > Communications skills for Internal Auditors
- > Preparing and writing audit documents

We hope that you will enjoy this Program!

Rudi Hex
President IIA Belgium

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Audit Essentials

- Introduction à l'audit interne
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Risk and Control

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- La création d'un département d'audit interne
- Opstarten van een interne audit afdeling
- Pilotage d'un département d'audit interne
- Besturen van een interne audit afdeling

COURSES LEVELS

A distinct required expertise level has been allocated to each course. This level is highlighted in the practical information of each course description.

Three levels are identified:

> **Level I**

For new internal auditors and new entrants to internal audit with minimal knowledge of the seminar topics;

> **Level II**

For experienced internal auditors with several years of experience and some knowledge of the seminar topics;

> **Level III**

For internal audit managers responsible for managing the internal audit service and with some knowledge of the seminar topics.

Introduction à l'Audit Interne

«Apprendre la méthodologie (basée sur le modèle COSO-ERM) utilisée par les auditeurs internes.

Mettre en pratique la théorie avec des cas pratiques couvrant l'ensemble du processus d'audit.»

Audience cible

- > Nouveaux auditeurs avec peu d'expérience
- > Non auditeurs voulant approfondir leurs connaissances en audit interne
- > Auditeurs souhaitant voir les bases théoriques de la partie I de l'examen CIA

Objectifs de la formation

- > Comprendre les concepts de l'audit interne et les Normes Professionnelles
- > Comprendre le rôle de l'audit interne dans l'organisation
- > S'approprier les différentes étapes d'une mission d'audit

Informations pratiques

- 4,5 jours
- Le cours et le support sont en français
- Niveau 1
- Pré-requis: connaissances de base en contrôle interne
- 1.785 €

Contenu de la formation

- > Rôles et Responsabilités:
 - La définition de l'audit interne
 - Le contexte législatif belge et européen
 - Introduction aux contrôles internes et au modèle COSO
 - Les responsabilités et les objectifs de l'audit interne
- > Le processus d'audit – La réalisation d'une mission d'audit:
 - Revue du processus d'audit
 - Le planning d'audit
 - La préparation de la mission
 - Les objectifs de la mission, le contenu et l'analyse des risques de l'activité auditée
 - La revue, l'évaluation et la documentation des informations pendant l'engagement sur le terrain
 - La communication des résultats et le reporting
 - Le suivi des recommandations
- > Le cadre de référence de l'Audit Interne:
 - Les normes professionnelles de l'IIA: le Code d'Éthique, les Normes Internationales et les Modalités Pratiques d'Application
- > Revue analytique:
 - Théorie
 - Exemples des différentes techniques et des outils disponibles
- > Connaissances interpersonnelles et techniques d'interviews
- > Documentation et évaluation des Contrôles Internes:
 - Outils pour documenter les contrôles internes (flowcharting, etc...)
 - Exemples de documentation et d'évaluation des contrôles internes
- > Le programme de travail de l'auditeur interne:
 - Revue des différents types de programmes et des outils fondamentaux
 - Apprendre à développer les outils pour fixer les objectifs, le contenu de la revue et les différentes étapes de tests
- > Documents de travail:
 - Revue des "best practices"
- > Développement des constats d'audit, des recommandations et du rapport:
 - Revue des "best practices"
- > Cas pratiques dans chaque section, échanges entre les participants et revue des questions du CIA

Inleiding tot de praktische werking van interne audit

«Leer over methodologie (op basis van het COSO-ERM model) gebruikt door interne auditoren.

Toets de theorie aan praktische case studies die het ganse interne auditproces omvat.»

Doelgroep

- > Startende auditoren met beperkte ervaring
- > Mensen die hun kennis omtrent interne audit wensen uit te breiden
- > Personen die zich wensen voor te bereiden op deel I van de CIA examens

Doelstellingen van de opleiding

- > De concepten van Interne Audit alsook de Normen begrijpen
- > De rol van Interne Audit in de organisatie toelichten
- > Het interne auditproces doorlopen van begin tot einde

Informations pratiques

- 4,5 dagen
- Zowel het cursusmateriaal als de presentaties zullen in het Nederlands gegeven worden
 - Niveau 1
- Vereisten: basis kennis in interne controles
- 1.785 €



Inhoud van de opleiding

- > Rol en verantwoordelijkheden van Interne Audit:
 - De definitie van Interne Audit
 - De wetgeving in de Belgische en Europese context
 - Inleiding tot interne controle en het COSO model
 - Verantwoordelijkheden en objectieven van Interne Audit
- > Het auditmodel en het uitvoeren van een auditopdracht:
 - Overzicht van het auditproces
 - Planning van de auditopdracht
 - Voorbereiding van de auditopdracht
 - Auditdoelstellingen, bereik van auditopdrachten en het auditwerkprogramma
 - Onderzoek, evaluatie en documentatie van de verzamelde informatie
 - Communicatie van de resultaten en rapportering
 - Opvolging van de aanbevelingen
- > Raamwerk voor Interne Audit:
 - De professionele Normen van het IIA bestaande uit de Deontologische Code, de Internationale Standaarden en de richtlijnen tot professionele uitoefening van Interne Audit
- > Analytische testen:
 - Theorie
 - Voorbeelden van hulpmiddelen en technieken
- > Interpersoonlijke vaardigheden en interviewtechnieken
- > Documentatie en evaluatie van Interne Controles:
 - Hulpmiddelen en technieken om interne controles in kaart te brengen (flowcharting, enz...)
 - Voorbeelden van documentatie en evaluatie van interne controles
- > Auditprogramma:
 - Richtlijnen voor het opstellen van auditwerkprogramma's
 - Het leren ontwikkelen van auditobjectieven; bereik van de auditopdracht en het uitvoeren van audittesten
- > Werkdocumenten en bewijsstukken:
 - Overzicht van aanvaardbare praktijken (Best Practices)
 - Ontwikkeling van auditbevindingen, aanbevelingen en rapportering
- > Casestudies doorheen de diverse sessies:
 - Interactie tussen de deelnemers
 - Voorbeelden van vragen en antwoorden van CIA

ERM Framework: Concepts and Good Practices

«A guide through the ERM Framework. The review of the critical success factors in implementing ERM effectively and the practical aspects in assessing and evaluating risks.»

Target Audience

- > Auditors and Risk Managers, as they are the facilitators in developing and monitoring ERM practices
- > Board members and audit committee members, as they are ultimately responsible for governance processes
- > Executive and operational management, as they carry the responsibility of managing business risks

Course Objectives

- > Review the ERM Frameworks developed by the COSO (I & II)
- > Compare this new framework with other existing risk management frameworks
- > Discover the critical success factors in implementing ERM effectively
- > Define the risk management strategy in the organization
- > Learn how to identify, evaluate and mitigate risks in an organization
- > Discover how to assess risks in an audit engagement

Practical information

- 2 days
- This class will be conducted in English
 - Level 2 and 3
- Prerequisites: knowledge of internal auditing basics: methodology and role
 - 845 €

Course Content

- > The review of the ERM Frameworks developed by the COSO (I & II)
- > The basic concepts: risks and internal controls
- > The internal environment
- > The Risk Management Process: identification, evaluation, mitigation (globally and in an audit engagement)
- > The creation of corporate value
- > The risk monitoring and communication
- > The role of internal audit in risk management
- > Case studies throughout the ERM framework

Risk Based Internal Auditing

"Use a risk-based approach to redefine and focus the audit activities.

Learn how to perform audits that contribute to the achievements of corporate strategy."

Target Audience

- > Auditors and Risk Managers involved in carrying out risk-based internal audits
- > Board members and Audit Committee members (as they are ultimately responsible for governance)

Course Objectives

- > Define what Risk-Based Auditing is about
- > Learn how to apply Risk-Based Auditing techniques at your organization
- > Improve audit performance and reputation by applying Risk-Based Auditing techniques
- > Provide meaningful assurance statements to the Audit Committee and Board of Directors

Course Content

- > Audit's role in Risk-Based Auditing – including the skills and competencies we need
- > The Risk-Based Auditing Approach
- > Definition and advantages
- > Audit planning
- > Audit fieldwork
- > Audit reporting
- > Practical application of the Risk-Based Auditing theory
- > The evaluation of the control environment (hard and soft controls)
- > Reporting on risks and controls
- > Case studies and audit engagement practical examples

Practical information

- 2 days
- This class will be conducted in English
 - Level 2 and 3
- Prerequisites: ERM Framework: concepts and good practices Introduction to internal audit and/or practical audit experience
 - 845 €



Quality Assessment of the Audit Activity

«An overview of the quality and improvement program of the audit activity
based on IIA's new International Standards.»

Target Audience

- > Directors, Managers and Board/Audit Committee members interested in learning how to evaluate and improve their internal auditing function
- > Experienced internal auditors responsible for developing and/or managing an internal quality assessment project

Course Objectives

- > Understand the Quality Assurance Standards and the mandatory external assessment requirements
- > Learn about the certifications options: external validation, self assessment with independent validation
- > Discover state-of-the-art quality assessment techniques and processes
- > Provide practical tools for an external quality assessment review
- > Become a Qualified Internal Assessor

Practical information

- 2 days
- This class will be conducted in English
 - Level 2 and 3
- Prerequisites: general knowledge of auditing concepts and techniques
 - 845 €

Course Content

- > Introduction
 - The Professional Practices Framework
 - The Quality Assurance Standards
 - The Mandatory External Assessment Requirements
- > Internal Audit Process Management
 - Internal Audit, Concepts of Quality and Process Management
 - Functions of management related to an internal audit activity (planning, organizing, staffing, directing, coordinating, controlling)
 - IQA points of focus (strategic planning, emerging internal audit roles, communication, work papers, follow up, ...)
- IQA tools and applications (benchmarking, best practices, surveys, key performance metrics, ...)
- > External and Internal Quality Assessment Processes
 - Creating your IQA process (timing, scope and team; documenting and reporting results; follow up reviews;...)
 - Internal assessment with independent validation process (option, process, related accreditation program)
 - Preparation for the external QAR
- > Case study
- > Certification examination to become Qualified Internal Assessor by IIA

Revue qualité d'un département d'Audit Interne

«Mettre en place une démarche d'amélioration continue de la qualité des prestations et du fonctionnement de votre service d'audit interne dans le respect des normes professionnelles.»

Audience cible

- > Responsables de l'audit interne, superviseurs, responsables de la méthodologie
- > Membres du Conseil et/ou du Comité d'Audit désireux d'apprendre comment mieux évaluer un service d'audit
- > Auditeurs étant déjà accrédité «Qualified Internal Assessor» et ayant au minimum 5 ans d'expérience souhaitant faire partie de l'équipe d'assesseurs d'IIA Bel

Objectifs de la formation

- > Comprendre les Normes Professionnelles en matière de programme d'assurance et d'amélioration de la qualité
- > Comprendre les options et les enjeux des processus d'évaluation: revue qualité et validation indépendante d'une auto-évaluation
- > Identifier les attributs d'un programme efficace d'assurance et d'amélioration de la qualité
- > S'approprier les outils d'une revue qualité externe (IFACI)

Informations pratiques

- 2 jours
- Le cours et le support sont en français
- Niveau 2 et 3
- Pré-requis: connaître la méthodologie de l'audit interne
- 845 €



Contenu de la formation

- > Introduction:
 - Le Cadre de Référence International des Pratiques Professionnelles de l'Audit Interne
 - Les Normes en matière de programme d'assurance et d'amélioration de la qualité:
 - Norme 1300
 - Evaluation interne
 - Evaluation externe
 - Communication aux parties prenantes
- > Les options et les enjeux des processus d'évaluation:
 - L'évaluation interne
 - La revue qualité
 - La validation indépendante d'une auto-évaluation
- > Les attributs d'un programme efficace d'assurance et d'amélioration de la qualité
- > S'approprier les outils d'une revue qualité externe (IFACI):
 - Le Référentiel Professionnel de l'Audit Interne (RPAI):
 - Exigences de moyens
 - Exigences de prestations
 - Exigences de pilotage et de contrôle
 - Processus d'évaluation externe
 - Déroulement de la mission
 - Evaluation de la mission
 - Etude de cas

Introduction to Operational Audit

«Tool to focus the audit on management goals and initiatives, to evaluate internal control systems.

Get audit programs for the different business processes.»

Target Audience

- > Auditors with little experience in an operational environment
- > Auditors making the transition from financial/ compliance auditing to operational auditing
- > Non-Auditors responsible for operational reviews

Course Objectives

- > Team with management to develop innovative solutions for business
- > Learn how to employ effective operational auditing approaches
- > Develop criteria to evaluate operational efficiency, effectiveness and economy

Practical information

- 2 days
- This class will be conducted in English
- Level 1
- Prerequisites: none
- 845 €

Course Content

- > Operational Auditing: the definition and the Standards
- > Management issues and concerns
- > Working with people
- > Innovation (with practical exercise)
- > Internal Auditor independence and objectivity
- > Operational Auditing Model -Performance of Audit Work (for the different business processes)
 - Risks evaluation
 - Operational Auditing tools
 - Operational Auditing programs
 - Communicating Audit results
 - Case Studies and exercises throughout the training

Using Control Self Assessment

«Identify the key skills necessary for a successful CRSA facilitator. Learn to grasp the power of the group decision process.

The theory of CRSA combined with case studies and practical considerations.»

Target Audience

- > Auditors with few experience in CRSA, business people familiar with internal controls and in charge of CRSA
- > People wanting to prepare for the CCSA certification

Course Objectives

- > Learn how organizations use CRSA to determine how well business objectives are being met
- > Review internal audit's role and the control frameworks used during a self assessment
- > Understand the basic skills needed to facilitate a CRSA workshop
- > Improve your insight and understanding of CRSA by practical examples and case studies

Practical information

- 2 days
- This class will be conducted in English
- Level 2 and 3
- Prerequisites: ERM Framework: Concepts and Good practices, general knowledge of auditing concepts and techniques
- 845 €

Course Content

- > The CRSA and its relationship to internal control and internal audit
- > CRSA framework and concepts:
 - Overview of CRSA
 - Role of Internal Audit
 - Assessing the organisational culture
 - CRSA formats (workshops, surveys)
 - Control frameworks
 - Quality assurance of the CRSA process
 - Scoring models
- > The framework and the concepts will be illustrated via a practical exercise in which participants will assess risks of a project by a CRSA approach
- > Practical examples and case studies to complete the insights and the understanding
- > Use of CRSA as evidence regarding effectiveness of controls

Auditing Corporate Governance

«The techniques to audit Corporate Governance in an organization: special audit program, audit approaches, testing requirements, concrete examples, pitfalls and recommendations.»

Target Audience

- > Directors, Managers, Supervisors and anyone responsible for auditing Governance

Course Objectives

- > Analyse the evolutions regarding Corporate Governance from an auditor's point of view
- > Define Audit's involvement in Corporate Governance
- > Set up a framework for auditing Governance issues
- > Deal with legal issues regarding Corporate Governance
- > Build up a Corporate Governance Audit Program
- > Manage the Group issues and the relationship between subsidiaries and a parent company
- > Address recommendations to Top Management with adding value to the organization

Practical information

- 1 day
- This class will be conducted in English
 - Level 2
 - Prerequisites: none
 - 495 €



Course Content

- > Introduction and concepts
 - History of Corporate Governance
 - What does Corporate Governance mean?
 - The role of the Auditor in the Corporate Governance process
 - Sources that can be used by the Auditor as a benchmark for his audit program
- > Corporate Governance as a process in the Audit Universe
 - Identification of Corporate Governance issues
- > Execution of the Audit
 - Setting up the Audit Program
 - The Audit Assignment
 - Audit steps
 - Recommendations
- > Case studies and discussion with the participants

Improve Audit Efficiency with Project Management and CAATT's

*«A guide through common audit tools for data analysis and evidence based testing
with the objective to improve efficiency and quality of the audit process.»*

Target Audience

- > Internal auditors with a basic understanding of audit tooling
- > People looking to expand their knowledge in MS Office tools and data analysis tools
- > Internal audit managers and chief audit executives looking to improve the efficiency of their audit activities

Course Objectives

- > Understand the basic concepts and in depth functionalities of tools available in the MS Office environment
- > Learn how CAATT's can improve the efficiency and effectiveness of your audit activities
- > Discover how tools available in your office environment can enhance audit operations

Practical information

- 1 day
- This class will be conducted in English
- Level 2 and 3
- Prerequisites: none
- 495 €

Course Content

- > The extended view on Excel functionalities, related to audit activities
- > Data handling with MS Access
- > Use of VBA programming to automate MS Office applications
- > Overview on the benefits of using CAATT's in the internal audit department
- > Introduction to CAATT's methodology for data analysis
- > Implementation of CAATT's in the internal audit
- > Demo on common CAATT's tools, view on strengths and weaknesses
- > Clear case studies and examples
- > Time for interaction between participants

Auditing Human Resources

«Understand key Human Resources business processes, plus what to audit and why.»

Target Audience

- > Experienced auditors who are responsible for or will perform audits of Human Resources (HR)
- > Internal control specialists and risk managers who are responsible for assessing HR processes, risks and controls

Course Objectives

- > Identify and understand the key HR business processes, including best practices and legal considerations
- > Develop an understanding of the risks and key controls in HR processes to enable an effective audit

Practical information

- 2 days
- This class will be conducted in English
- Level 2
- Prerequisites: introduction to Internal Audit or practical audit experience
- 845 €

Course Content

- > Explanation of why HR is so important for a company
- > Description and discussion of the key HR business processes, including common practices, best practices, and legal considerations

Topics Include:

- HR Organization and Function/Strategy
- Search and Selection
- On boarding (introduction to the company, "règlement de travail")
- Training and Education
- Compensation and Benefits
- HR Admin
- Performance Management

- Terminations
- Relations with Trade Unions
- > Introduction of key risks (e.g., fraud, privacy, financial, legal) and controls throughout the HR processes, including approaches on what to audit
- > Exercises in a case study
- > Discussion and distribution of reference materials and model audit programs

Auditing Outsourcing

"Mitigating the risks, controlling and auditing of the outsourcing are major factors in enterprises for maintaining the governance on its activities."

In collaboration with



"This training will give in-depth knowledge of the outsourcing risks, controls and audit techniques and provide practical experience based on a case study."

Target Audience

- > Internal auditors with experience in operational environments
- > Auditors with a practical IT audit experience
- > Auditors involved in auditing outsourced activities
- > Non auditors responsible for outsourcing activities
- > Any person involved with outsourcing
- > Quality professionals

Course objectives

- > Understand the outsourcing activities
- > Assess the risks related to outsourced activities
- > Identify the required controls
- > Learn the Assurance Engagements on Third Party service organizations
- > Familiarize with practices to audit outsourced activities
- > Get practical experience based on a case

Course Content

- > Outsourcing Definition
- > IT Outsourcing and types of IT outsourcing
- > Outsourcing life cycle
- > Outsourcing governance (organization, roles and responsibilities, processes)
- > Outsourcing risks and impact
- > Key Outsourcing controls
- > Assurance Engagements on Third Party service organizations: SAS70, ISAE3402, SysTrust
- > Internal audit considerations
- > IT control frameworks (CobiT, ITIL, ISO 27001)
- > Outsourcing case

Practical information

- 2 days
- This class will be conducted in English
- Level 2
- Prerequisites: participants should have a basic audit and/or outsourcing experience
- 845 €



Auditing the Contracting Process

"Understand the basics of the contracting process and how to audit it."

Target Audience

- > Experienced auditors who are responsible for or will perform audits of the contracting process and outsourcing arrangements
- > Individuals responsible for monitoring compliance with the contracting process and key contract terms and conditions

Course Objectives

- > Identify and understand the key components of the contracting process (including procurement), contract terms & conditions and contract performance monitoring
- > Develop an understanding of the risks and key controls in the contracting process and in performance monitoring to enable an effective audit

Practical information

- 2 days
- This class will be conducted in English
- Level 2
- Prerequisites: introduction to Internal Audit or practical audit experience
- 845 €

Course Content

- > Description and discussion of the contracting process (e.g., selection and procurement, memoranda of understanding, contract preparation, signing, implementation)
- > Introduction to key contractual terms and conditions (from a control point of view)
- > Examination of contract performance monitoring techniques, including Service Level Agreements (SLAs)
- > Introduction of key risks (e.g., conflict of interest, false statements, product substitution, cost mischarging, fraud) and controls throughout the contracting process
- > Description and discussion of how to audit the contracting process – before, during and after implementation
- > Includes development of a detailed audit program (Risks, Controls, Audit Test Steps)
- > Examples of different types of contracts and discussion of how to include unique aspects into the audit program

Creative Problem-solving Techniques for Auditors

«Auditors often find themselves searching for ways to go beyond traditional or compliance auditing, trying to find new ways to work with people who have different styles and preferences, while maximizing their strengths.

In other words, they are seeking to become more creative problem solvers.»

Target audience

- > Auditors who are asked to go beyond traditional or compliance auditing or who are redefining the audit function's role
- > Auditors who provide consulting services to their organizations or contribute expertise to various problem-solving and development projects
- > Auditors at all levels who wish to expand their personal problem-solving capability

Course objectives

- > Understand the dual nature of creative problem solving: creativity and logic
- > Learn how to break through blocks to creative problem solving
- > Gain strategies for jump-starting creative approaches to problems
- > Learn strategies and tools for logical problem solving
- > Integrate creative and logical approaches to problems
- > Learn how to creatively solve problems with people who have different styles and preferences, tapping into the strengths of the participants

Practical information

- 2 days
- This class will be conducted in English
- Level 1 and 2
- Prerequisites: none
- 845 €

Course content

- > **Dimensions of Creative Problem Solving**
 - Identify key concepts of creative problem solving (divergent and convergent thinking)
 - Identify geniuses of creative problem solving
 - Define creativity
 - Identify personal and organizational blocks to creativity
- > **Creativity and Divergent Thinking**
 - Identify the ground rules for divergent thinking
 - Identify and explore tools for creativity and divergent thinking
 - Identify and explore reframing as a tool for creativity and divergent thinking
 - Identify and explore questioning as a tool for divergent thinking
 - Identify and explore brainstorming as a tool for divergent thinking
 - Identify and explore imaging as a tool for divergent thinking
 - Identify and explore reverse engineering as a tool for divergent thinking
 - Identify and explore new research about ways to trigger creativity
- > **Problem Solving and Convergent Thinking**
 - Examine the ground rules for convergent thinking
 - Identify the characteristics of problem solving and convergent thinking
 - Apply the characteristics of inductive and deductive reasoning
 - Apply problem-solving questioning
 - Apply tools for problem solving and convergent thinking
 - Recognize logical fallacies
- > **Styles and Preferences**
 - Review common systems for identifying styles and preferences
- > **Case Study:**
 - Use and combine the skills, strategies, and techniques you have been learning
- > **Closure and Action Planning**
 - Restate major concepts and skills learned up to this point
 - Share your insights and ideas with others in this seminar session
 - Discuss any open items or expectations
 - Complete and share your plan of action

Business Continuity

«An understanding of the Business Continuity Management concepts and best practices to audit Business Continuity Management Program.»

In collaboration with



Target Audience

- > Auditors and Managers interested in the quality and completeness of the Business Continuity Management Program

Course Objectives

- > Understand the objectives of a Business Continuity Management Program
- > Review best practices in the field of Business Continuity
- > Identify the components of a complete Business Continuity Management Program
- > Evaluate the Business Continuity maturity level in an organization
- > Learn how to audit Business Continuity Program
- > Share experience through real case examples

Practical information

- 2 days
- This class will be conducted in English
 - Level 2
 - Prerequisites: none
 - 845 €



Course Content

- > Contingency Planning
- > Business impact analysis
- > Vulnerability & Risk analysis
- > Disaster Recovery Plan set up
- > Documenting and Testing the plan
- > Crisis communication
- > Implementation plan
- > Guidelines to set up audit programs
- > Evaluation of Business Continuity Program with BCI and COBIT
- > Sharing of experience with real case
- > Example of a Business Continuity Program that did not work

Auditing Anti-Money Laundering

«Understand the regulatory requirements of anti-money laundering and get tools and techniques to identify money laundering activities.»

Target Audience

- > Directors, Managers and experienced auditors who want to learn how to audit money laundering
- > Compliance officers and anyone who need to identify money laundering

Course Objectives

- > Learn how money is laundered and identify the risks facing organizations in today's regulatory environment
- > Gain an understanding of the regulatory requirements
- > Identify red flags that signal money-laundering activities
- > Get audit programs against money laundering

Practical information

- 2 days
- This class will be conducted in English
 - Level 2 and 3
- Prerequisites: basics in internal auditing
 - 845 €



Course Content

- > General framework:
 - Overview of money laundering
 - Legal framework against money laundering
 - How banking services are used in money laundering schemes
 - BSA/AML compliance programs
 - Typology of used techniques
 - Case studies
- > Fraud detection, risk management:
 - Customer identification programs and verification
 - Fraud detection techniques
 - High risk areas
 - Money laundering red flags
- Terrorist financial activity
- Recent cases
- > Evolutions:
 - National developments
 - International developments
 - Supervisory authorities
- > Auditing:
 - Audit programs
 - Case studies

Introduction to General Accounting Basics

*«Refresh basic knowledge of General Accounting terminology and practices for private organizations.
Identify common creative Accounting practices. What every auditor should know about general accounting.»*

Target Audience

- > Auditors with few experience in General Accounting matters
- > Auditors needing a refresh in General Accounting principles
- > Non Auditors responsible for financial reviews
- > People wanting to prepare for the theoretical part III of the CIA examination

Course Objectives

- > Learn the basics of modern accrual based Financial Accounting for private organizations
- > Explore the Accounting cycles and find out how to read Financial Statements
- > Discover how to use basic financial analysis to identify potential problem areas

Practical information

- 3 days
- This class will be conducted in English
- Level 1
- Prerequisites: none
- 1.265 €

Course Content

- | | |
|--|---|
| <ul style="list-style-type: none"> > Financial Accounting and Reporting > The accounting principles > The Accounting cycles (Financial Statements set up process) > Valuation rules: main deviations between Belgian-US GAAPs-IFRS | <ul style="list-style-type: none"> > Cash and Cash Flow Statements > Financial Analysis <ul style="list-style-type: none"> - Analysis: what to look for - Ratios review - Course exercise > Cooking the books |
|--|---|

Introduction & Auditing Cost Accounting

«Review basic knowledge of Cost Accounting methods.

Combine operational and financial information for better audit insight.»

Target Audience

- > Auditors with few experience in Cost Accounting matters
- > Auditors needing a refresh in Cost Accounting principles
- > Non Auditors responsible for financial reviews
- > People wanting to prepare for the theoretical part III of the CIA examination

Course Objectives

- > Understand Cost Accounting methodologies
- > Estimate the impact of Cost Accounting method on the Financial Statements
- > See how to use Cost Accounting information to identify potential issues
- > Learn the tools and techniques to audit cost accounting

Practical information

- 2 days
- This course will be conducted in English
- Level 1
- Prerequisites: good basics in General accounting are recommended (see introduction to general accounting basics)
- 845 €



Course Content

- > Cost Accounting vs General Accounting
- > Review of the different Costing methods
 - Definitions
 - Application in Case Studies
- > Cost build up
- > Different types of costs: variable-fix, direct-indirect
- > Use of Costing information to assess internal controls and risks
- > Course Exercise
- > Audit process for cost accounting model review:
 - Risk assessment
 - Model evaluation
 - Testing program
 - Recommendations set up

Introduction to Financial Audit

«Understand the general concepts and techniques for planning and conducting Financial Audits.

Review Financial Audit best practices for the different business cycles.»

Target Audience

- > Auditors with few experience in financial auditing matters
- > Non Auditors responsible for financial reviews or interested in financial auditing
- > People wanting to prepare for the theoretical part III of the CIA examination

Course Objectives

- > Extend your operational and IT knowledge with financial auditing skills
- > Understand how key business processes relate to Financial Statements
- > Identify financial risks for the different business cycles

Practical information

- 2 days
- This class will be conducted in English
- Level 1
- Prerequisites: very basic knowledge of General and Cost Accounting, basic knowledge in internal auditing
- 845 €



Course Content

- > Financial Auditing: the role of Internal and External Auditors
- > Financial Auditing Model - Performance of Audit Work
 - Risks evaluation
 - Financial Auditing techniques
- Financial Auditing program
- Financial Auditing testing
- > Specific internal control issues
- > Case Studies and Exercises throughout the training

Fraud awareness for internal auditors & managers

«The fraud detection as part of the routine activity.

The basic approaches to detect fraud with real examples from the business.»

Target Audience

- > Internal Auditors, Forensic Auditors and Risk Managers
- > Board Members and Audit Committee Members, as they are ultimately responsible for governance processes
- > Executive and operational Management, as they carry the responsibility of managing business risks

Course Objectives

- > Identify the responsibilities of the different stakeholders in the fraud process
- > Assess the likelihood of fraud
- > Understand fraud types
- > Get tools and tips to detect fraud
- > Understand the symptoms of fraud
- > Hear about the fraudsters' profiles

Practical information

- 2 days
- This class will be conducted in English
 - Level 1 and 2
 - Prerequisites: none
 - 845 €



Course Content

- > The changing role of internal auditing addressing fraud
- > The legal and regulatory environment
- > The set up of an anti-fraud department
- > Learning from the fraudsters
- > Practical examples about typical frauds, fraud organisation and prevention measures for the industrial and the financial services sector
- > The introduction to the 3 steps of the fraud program: prevention, detection and investigation
- > The proactive internal audit approach to fraud
- > Case study on fraud types for a typical business cycle
- > Set up of a fraud case database
- > Exchange of experience in the industrial and financial sectors

Fraud Prevention and Detection for internal auditors

«Techniques to discourage and prevent fraud-Tips on detecting fraud that is already occurring.»

Target Audience

- > Internal auditors, internal audit managers, forensic auditors and Risk Managers
- > Board Members and Audit Committee Members, as they are ultimately responsible for governance processes
- > Executive and operational Management, as they carry the responsibility of managing business risks

Course Objectives

- > Identify the role of internal audit in fraud risk management
- > Understand and evaluate risk fraud management
- > Provide tools and techniques to discourage or prevent fraud from occurring
- > Provide tips to detect fraud that is already occurring

Practical information

- 2 days
- This class will be conducted in English
- Level 2 and 3
- Prerequisites: the basic knowledge of fraud types: "fraud awareness for internal auditors and managers"
- 845 €

Course Content

- > The detailed three-step approach to fraud: prevention, detection and investigation
- > Tools and techniques to assess risk fraud management
- > A proactive internal audit approach to fraud prevention and detection (audit programs)
- > Practical examples of prevention measures and fraud case referrals
- > Practical examples of detection techniques in typical business cycles in industrial and financial sectors
- > Fraud detection in computerized environment (data mining, computer crime,...)
- > The relation between internal auditors and forensic auditors
- > The Fraud reporting

Introduction à l'audit IT

In collaboration with



«Apprendre la méthodologie (basée sur les référentiels et les pratiques professionnelles) utilisée par les auditeurs informatiques. Mettre en pratique la théorie avec une étude de cas.»

Audience cible

- > Auditeurs internes intéressés à l'audit informatique et disposant de connaissances de base en informatique
- > Informaticiens qui souhaitent se familiariser avec l'audit informatique
- > Toutes les personnes intéressées dans l'audit informatique
- > Les personnes qui souhaitent se préparer à l'examen du CIA

Objectifs du cours

- > Compréhension des aspects d'audit dans un environnement technologique
- > Apprentissage des bonnes pratiques informatiques
- > Compréhension du processus de l'audit informatique
- > Définition du rôle et du profil des auditeurs informatiques
- > Compréhension des fondamentaux du processus d'audit informatique
- > Révision des standards de l'audit informatique: COBIT 4.1 et ITAF
- > Construction d'un plan d'assurance informatique sur base d'une étude de cas

Informations pratiques

- 3 jours
- Le cours et le support sont en français
- Niveau 1
- Pré-requis: expérience en audit interne et connaissance de base en informatique
- 1.265 €

Contenu du cours

- > Fondamentaux informatiques
- > Rôles et responsabilités informatiques
- > Principes informatiques: Infrastructures, bases de données, systèmes, réseaux...
- > Sécurité informatique: confidentialité, propriété, gestion des accès, gestion de la sécurité...
- > Opérations: gestion du changement, surveillance, sauvegarde...
- > Continuité: Plan de reprise des activités
- > Applications informatiques: cycle de vie, types de traitement...
- > Evaluation des risques informatiques
- > Processus de l'audit informatique
- > Référentiel des pratiques professionnelles (ITAF)
- > Plan de route pour les activités d'audit informatique: planification, étendue, test
- > Le rôle et le profil de l'auditeur informatique
- > Support COBIT pour l'établissement du plan d'assurance informatique
- > Etude de cas d'audit informatique: Construction d'un plan d'audit informatique

Inleiding tot IT audit

*«Aanleren van de methodologie (gebaseerd op raamwerken en professionele praktijken)
die door de IT auditoren worden gehanteerd.
In praktijk brengen van de theorie aan de hand van een case-studie.»*

In collaboration with



Doelgroep

- > Interne auditoren geïnteresseerd in IT audit en die over een basis IT kennis beschikken
- > IT mensen die zich wensen te familiariseren met IT audit
- > Iedereen met interesse voor IT audit
- > Personen die zich wensen voor te bereiden op het CIA examen

Doelstelling van de opleiding

- > Begrip van het audit proces in een technologische omgeving
- > Leren van de goede IT praktijken (Best Practices)
- > Begrip van het IT audit proces
- > Bepaling van de rol en het profiel van IT auditoren
- > Begrip van de fundamentele begrippen van het IT audit proces
- > Doornamen van de IT audit standaarden: COBIT 4.1, ITAF
- > Uitwerking van een IT audit plan op basis van een case studie

Praktische informatie

- 3 dagen
- Zowel het cursusmateriaal als de presentaties en de opleiding zelf zullen in het Nederlands gegeven worden
 - Niveau 1
- Vereisten: ervaring in interne audit en basis IT kennis
- 1.265 €

Inhoud van de opleiding

- | | |
|---|---|
| <ul style="list-style-type: none"> > IT fundamentele > IT rollen en verantwoordelijkheden > Informatica principes: Infrastructuur, databanken, systemen, netwerken... > IT beveiliging: vertrouwelijkheid, eigendom, toegangsbeheer, beveiligingsbeheer... > Operaties: change management, monitoring, backups... > Continuïteit: Herstel van de activiteiten > IT toepassingen: levenscyclus, verwerkingstypes... > Evaluatie van de IT risico's | <ul style="list-style-type: none"> > IT audit proces > Raamwerk van de beroepspraktijken (ITAF) > Roadmap voor de IT audit activiteiten: planning, scope, test > Rol en profiel van de IT auditor > COBIT ondersteuning voor de opstelling van het IT audit plan > IT audit case studie: Opbouw van het IT audit plan <p>Voorkennis</p> <ul style="list-style-type: none"> - Ervaring in interne audit en basis IT kennis |
|---|---|

Introduction to the COBIT

In collaboration with



«Interactive course to learn about COBIT
as an IT Governance and Control Framework.»

Target Audience

- > Internal Auditors interested in the use of COBIT
- > IT people who want to get familiar with COBIT
- > People wanting to prepare for COBIT examination

Course Objectives

- > Understand how IT issues affect organizations
- > Learn about the IT Governance concepts
- > Understand COBIT components: control objectives, control practices, management guidelines and audit guidelines
- > Be able to use COBIT as an IT Framework
- > Learn about the benefits of using COBIT

Practical information

- 2 days
- This class will be conducted in English
 - Level 2 and 3
- Prerequisites: participants should have basic IT knowledge and some experience in the IT governance domain
The introduction to IT audit training is strongly recommended
 - 845 €



Course Content

- > IT Management challenges
- > Introduction to IT Governance and COBIT:
 - Definition
 - Principles
 - Characteristics
 - COBIT and IT Governance
- > Overview of the COBIT components
- > COBIT and the IT environment
- > COBIT resources and benefits
- > Practical tips to prepare for the COBIT exam
- > Case Study

IT Risks Workshop

«Interactive workshop to learn about the new spectrum of IT related business risks such as bank's ATM network not being available, major project delays or failures, reputational impacts of the loss of confidential customer data...»

In collaboration with



Target Audience

- > Internal Auditors interested in IT Risks management
- > IT people who want to get familiar with IT Risks management
- > Risk Managers who want to get familiar with IT Risks

Workshop objectives

At the end of this 2-days practical workshop, participants will:

- > Understand the nature of IT risks and how it applies in their own organizations
- > Understand the broad range of IT risks, beyond purely IT operational and IT security risks
- > Understand how the ISACA Risk IT process model can help them to manage IT risk
- > Become familiar with the practical guidance and techniques available in the Risk IT Practitioner's Guide to assist in practically implementing IT risk management
- > Get practical experience of IT Risk management

Practical information

- 2 days
- This class will be conducted in English
 - Level 2 and 3
- Prerequisites: participants should have basic IT knowledge
 - 845 €



Workshop contents

- > General introduction to IT risk and Risk Management principles
- > IT Risk Management positioned in relation to IT Governance
 - positioning of Risk IT versus COBIT and Val IT in the IT Governance best practice landscape;
 - discussion on how to combine the use of these frameworks to achieve good IT Governance practices
- > Overview and short description of some major applicable standards and frameworks (COSO ERM, ISO31000)
- > The Risk IT Framework – discussion of the IT Risk Management process model and its components

> Exercises:

- Describe and document a risk management process and roles and responsibilities
- Assess a risk management process
- The Risk IT Practitioner Guide – discussion of this practical guide for IT Risk Management
- Describe risk appetite and create a risk taxonomy
- Define IT risk Scenarios and perform risk analysis
- Define a risk response
- Create the risk profile of an organization and develop a communication/reporting scheme

IT Governance Introduction

In collaboration with



«Understand IT governance concept and practices»

Target Audience

- > Auditors interested in IT Governance
- > Auditors who have to audit IT Governance processes and how they link with business goals and processes
- > IT people who want to get familiar with IT Governance

Course Objectives

Get insight in IT Governance best practices and audit techniques

Practical information

- 1 day
- This class will be conducted in English
 - Level 2 and 3
- Prerequisites: participants should have basic IT knowledge
 - 495 €



Course Content

- > IT governance concepts: what is it, how does it fit in corporate governance, roles and responsibilities
- > IT Governance and ITGI guidance
- > Linking Business Goals and IT goals
- > IT critical success factors, risk and value drivers as well as maturity models
- > IT governance in practice: the IT governance processes implemented in the company
- > How to audit the Governance for IT in your Enterprise

Integrated audit of automated business processes

«Learn how to audit automated Business Processes providing management
with a global opinion of business and IT Risks.»

In collaboration with



Target Audience

- > Internal Auditors interested in auditing automated business processes
- > IT people who want to get familiar with integrated audit (business and IT)

Course Objectives

- > Identify business processes
- > Identify the types of automation
- > Organize an IT Audit function in a Risk Based Auditing approach
- > Assess business impacting technology risk
- > Assess Application controls in the business process audit
- > Learn about integrated audit tools and techniques
- > Review of the Integrated IT Audit approach through a real case

Practical information

- 3 days
- This class will be conducted in English
- Level 2 and 3
- Prerequisites: basic IT and audit knowledge. The introduction to IT audit training is strongly recommended
- 1.265 €



Course Content

- > Business processes overviews
- > Automation types: definition and characteristics
- > Integrated audit process:
 - The creation of technology audit universe integrated to the audit department universe
 - The integration of technology audit methodology into operational and financial audits
 - The evaluation of the application controls in the business process
 - The evaluation of the IT general controls in the business process
- The risks and controls of the business information in the databases
- The risks and controls of the networks
- The Technology audit reports set up
- The need of specialized technology audit teams and the purpose
- > Lot of examples with a full integrated audit process in the Financial Sector
- > Case Study

Information Security Audit

In collaboration with



«Understanding what Information Security means and how to audit IT.»

Target Audience

- > Auditors who need to audit information security as part of other process audits
- > Auditors who need to perform a general (or organizational) audit of information security topics

Course Objectives

- > Obtain a basic understanding of key information security concepts
- > Identify and discuss information security risks and techniques for auditing those risks
- > Identify and discuss different approaches to auditing information security, both as part of other process audits and as a general (or organizational) audit

Practical information

- 2 days
- This class will be conducted in English
 - Level 2 and 3
- Prerequisites: IT knowledge
 - 845 €



Course Content

- > Information Security Definition and Concepts
- > Approaches to Audit Coverage of Information Security (as a specific audit and as part of other business process audits)
- > Security Policies and Procedures
- > Information Security Risks and Controls
- > Security Operations

- > Security Incidents
- > Identity Access Management
- > Audit programs and references

Note: This training does not go into the technical security audits nor into any specialist platform or environment

Auditing Business Application Systems

«The review of the basics of automated business information systems.
A practical step by step guide to auditing application systems with concrete cases.»

In collaboration with



Target Audience

- > Internal auditors with limited or no experience on information systems audit
- > Internal auditors and audit managers who require an in-depth understanding of application controls and audits on automated business information systems
- > Internal auditors looking for a refreshment of their knowledge on business information systems
- > People making the transition from financial audit to integrated audit

Course Objectives

- > Learn on how to deal with automated processes and data flow in your organization from an audit point of view
- > To provide deep knowledge of audit tools and techniques that will enhance the efficiency and effectiveness of your business application audits
- > Setting up and executing an application audit work program

Course Content

- > Introduction to business information systems and transactions
- > Introduction on application controls
- > Risk assessment approach of application controls
- > Application audit review approaches and documentation techniques
- > Testing application controls

Practical information

- 2 days
- This class will be conducted in English
 - Level 2 and 3
- Prerequisites: knowledge about Business Application systems
 - 845 €



Auditing Project Management

In collaboration with



«Learn the basics of project management and tools and techniques to audit a project.

Get familiar with most popular project management models.»

Target audience

- > Internal auditors with limited or no experience in project management
- > Internal auditors and audit managers who require an in-depth understanding of auditing large projects and project management methodologies in their organisation
- > People interested in a practical approach of how to audit projects
- > Internal auditors looking for a refreshment of their knowledge on project management

Course Objectives

- > Learn on how to deal with large projects and project management processes in your organisation from an audit point of view
- > Provide profound knowledge of project management and audit tools & techniques which will enhance the efficiency and effectiveness of project audits
- > Provide guidance in setting up an audit work program for a large project

Course Content

- > Introduction to projects and project management
- > Basic principles of project governance
- > Main components of project management models such as PMbok, Prince2
- > Added value of audit in project management
- > Key processes and related controls in project management
- > Audit approach and techniques to perform project management audits

Practical information

- 2 days
- This class will be conducted in English
- Level 2 and 3
- Prerequisites: knowledge about Project Management
- 845 €



The Insurance Activity: an introduction for auditors

«An innovative approach for presenting the insurance world,
providing the right balance between high level overview and in depth analysis.»

Target audience

- > Auditors joining an insurance company and having not been exposed yet to the peculiarities of the insurance sectors
- > Auditors at all levels, from staff auditor to director to chief audit executive
- > Training would also be beneficial to controllers and managers who want to understand the structure insurance business and its risk framework

Course objectives

- > To provide strong basics for understanding the insurances activity: cycle inversion, re-insurance, technical provisions
- > To present the insurance value chain and therefore to better understand specificities of the insurance risk framework
- > To allow auditors to gain in credibility with the auditees by having developed a good understanding of the activity

Course content

- > Structure of the insurance activity:
 - Definition and structure
 - The inversion of cycles: revenues precede charges
 - Insurance, co-insurance, re-insurance
- > Accounting for the insurance activity:
 - Structure of the annual accounts: presentation of the balance sheet accounts, presentation of the P&L accounts: technical results (life and non-life) and non technical results
 - Premiums cycle
 - Claims cycle
 - Money flows within standard constructions: insurance, co-insurance and re-insurance
 - Money flows within particular constructions: e.g. specific re-insurance constructions such as captive or fronting / fronted constructions
 - Two standard approaches: "Risk Attaching" and "Loss Occurring"

Practical information

- 1 day
- This class will be conducted in English
 - Level 1 and 2
 - Prerequisites: none
 - 495 €

- > Specific insurance functions:
 - Presentation of a generic value chain for the insurance activity
 - Policy Underwriting is related to the sales function
 - Risk Underwriting could be seen as the 'purchase' function
 - The risk appetite level will influence the loss ratio
 - Pricing: an insurance product is pricing the uncertainty: probability of occurrence of a risk and related financial loss
 - The role of the Actuarial studies
 - Asset and Liability management (ALM): Technical provisions (both Liabilities and Assets) are major balance sheet elements of insurance companies. Auditing ALM means approaching a wide range of key risks: solvency of the insurance company (level of provisioning), liquidity, congruence or counter party
 - Re-insurance function, outward but also inward
- > The regulatory frameworks:
 - The Belgian regulatory framework
 - The European regulatory framework
 - Solvency II: presentation of the 3 pillars

Leadership skills for auditors

«The opportunity to strengthen the techniques to manage the performance of an audit team and maintain an effective and efficient team.»

Target Audience

- > Managers, supervisors and anyone responsible for running an Internal Audit team or setting up a new team

Course Objectives

- > Gain greater understanding of audit leaders' responsibilities
- > Maximize the audit team involvement and performance by understanding human behaviour
- > Strengthen your techniques for managing the performance of an audit team

Course Content

- > Leadership principles
- > Motivation techniques (techniques and impact)
- > Social styles of leaders (observation rules)
- > Relationship management (techniques and concepts)
- > Decision making, delegation and problem solving (proven approaches)

Practical information

- 2 days
- This class will be conducted in English
 - Level 2 and 3
 - Prerequisites: none
 - 845 €



Consulting: Activities, Skills, Attitudes

«Internal auditing is an assurance AND consulting activity. Learn how to expand your traditional capabilities and be prepared helping your organization when asked to provide consulting engagements.»

Target audience

- > Auditors at all levels, from staff auditor to director to chief audit executive
- > Auditors being asked to provide consulting services
- > Audit managers, directors, and chief audit executives being asked to expand audit's role in consulting activities

Course objectives

- > Learn what activities and outcomes distinguish consulting from traditional auditing
- > Discover the consulting skills that are central to the current definition of internal auditing for adding value and assessing effectiveness of risk management, controls, and governance processes
- > Assess your department and your own consulting capability
- > Master key consulting skills
- > Tailor consulting outcomes to your audit environment

Practical information

- 2 days
- This class will be conducted in English
 - Level 1 and 2
 - Prerequisites: none
 - 845 €

Course content

- > Internal Auditing in the Present and the Future
 - The current definition of internal auditing
 - The role of consulting in internal auditing
 - Consulting, independence, and objectivity
 - Professional Practices Framework
- > Consulting Activities, Tools, Services, and Skills
 - Overview of key consulting activities and outcomes
 - Classification of consulting services
 - Assessment of activities and tools of consulting
 - The consulting-skills matrix
 - Assessment of consulting skills
- > Marketing of Services
 - Definition of marketing
 - Internal audit's market identity
 - Marketing communications
 - Description of internal audit services
- > The Consulting Project
 - Adaptation of auditing tools to consulting
 - Project assessment tools
- Progress reporting and communications
- Ethical issues in consulting
- > Reporting of Results
 - Consulting reports and distributions
 - Writing styles for consulting
- > Nurturing the Relationship
 - Assessing client satisfaction
 - Credibility
 - Development of additional consulting work
- > Issues in Consulting
 - Organizations getting into consulting
 - Organizations already engaged in consulting
- > Closure and Action Planning
 - Assessment of potential consulting activities and outcomes
 - Assessment for development of consulting skills

Techniques de communications pour les auditeurs

«Donner aux auditeurs internes la connaissance, la méthodologie et les règles à suivre en matière de techniques d'Interviews.»

Audience cible

- > Auditeurs internes de tous niveaux cherchant à améliorer leur capacité de communication dans le contexte spécifique des audits

Objectifs de la formation

- > Obtenir des informations utiles
- > Donner aux auditeurs internes la connaissance, la méthodologie et les règles à suivre en matière de techniques d'interviews
- > Apprendre les meilleures pratiques en matière d'interview et de communication
- > Pouvoir analyser votre attitude et celle des autres en termes de style et d'impression que vous créez [En utilisant du matériel audiovisuel pendant le séminaire]

Contenu de la formation

- > Introduction (attentes, interview vs. interrogatoires, matières de spécialistes)
- > Communication (non verbale, verbale, questions)
- > Préparation d'une interview (mental, matériel)

- > Techniques d'interview (différentes techniques, relation avec la personne en face de vous, meilleures pratiques)
- > Jeux de rôles
- > Evaluation

Informations pratiques

- 2 jours
- Le cours et les supports sont en français
 - Niveau 1, 2 et 3
 - Pré-requis: aucun
 - 845 €



Interviewtechnieken voor auditoren

«Het aan de interne auditoren bijbrengen van de te volgen methodiek en richtlijnen met betrekking tot interviewtechnieken.»

Doelgroep

- > Alle interne auditoren die hun communicatie tijdens het uitvoeren van hun auditopdrachten wensen te verbeteren

Doelstellingen van de opleiding

- > Bekomen van nuttige informatie
- > De interne auditoren een inzicht geven in de methodologie en de te volgen richtlijnen tijdens het afnemen van interviews
- > De best practices op het gebied van interviews en communicatietechnieken aanleren
- > De gedragskenmerken van jezelf en van de anderen begrijpen en kunnen interpreteren (aan de hand van audiovisuele apparatuur en rollenspellen)

Praktische informatie

- 2 dagen
- Het seminarie en de handouts zijn beschikbaar in het Nederlands
- Niveau 1, 2 en 3
- Vereisten: geen
- 845€



Inhoud van de opleiding

- > Inleiding (verwachtingen, interview tov ondervraging, materie voor specialisten)
- > Communicatie (non-verbaal, verbaal, gericht vragen stellen)
- > Voorbereiding van een interview (mentale aanpak, materieel)
- > Interviewtechnieken (verschillende types, relatie met de persoon tegenover je, best practices)
- > Rollenspellen
- > Evaluatie

Préparation et rédaction des écrits d'audit

«Apprendre les bonnes pratiques et les tendances actuelles en matière de communication des résultats des missions d'audit.
Revue de vos rapports et/ou tout autre écrit d'audit afin de bénéficier immédiatement de la formation.»

Audience cible

- > Auditeurs à tous les niveaux développant ou revoyant des rapports d'audit
- > Auditeurs responsables pour la rédaction d'observations claires et concises
- > Auditeurs responsables pour les plans d'actions et tout autre document rédigé lors de la mission d'audit
- > Auditeurs à tous les niveaux souhaitant revoir la structure, le style et le processus de rédaction des rapports d'audit

Objectifs de la formation

- > Créer des rapports précis et concis
- > Comprendre les utilisateurs et les lecteurs des rapports d'audit
- > Utiliser les 6 éléments de l'observation pour structurer les écrits: les causes, effets, conditions, critères, recommandations et le plan d'actions
- > Evaluer les différents types de communication pendant la mission
- > Revoir les écrits pour la logique, la clarté, l'impact, le ton, la concision et la valeur ajoutée des messages
- > Examiner et évaluer les tendances actuelles en matière de rapports d'audit

Contenu de la formation

- > Présentation des objectifs, des lecteurs et de la structure du rapport d'audit
- > Les normes professionnelles d'IIA (Standards) et les bonnes pratiques en matière de communication écrite
- > La rédaction des observations
- > La lettre de mission
- > Les réactions et corrections
- > Le rapport préliminaire et le rapport final
- > Créer le ton souhaité, donner le message adéquat
- > Le style collaboratif et consultatif
- > Le support de communication: powerpoint, papier vs électronique,...
- > Etude de cas et discussions de groupe sur base d'exemples réels

Informations pratiques

- 2 jours
- Jour 1: pour les débutants
- Jour 2: pour les praticiens et les débutants
- Le cours et le support de formation sont en français
 - Niveau 2 et 3
 - Pré-requis: aucun
 - 845 €



Vorbereitung en opstelling van een auditrapportering

«Leer de beste praktijken en recente ontwikkelingen specifiek met betrekking tot het rapporteren van auditopdrachten.

Realiseer maximum voordeel op basis van uw eigen materiaal.»

Doelgroep

- > Auditoren op alle niveaus die auditrapporten opstellen of nazien
- > Auditoren verantwoordelijk voor het opstellen van auditrapporten inclusief het schrijven van heldere, beknopte observaties en het structureren van deze rapporten
- > Auditoren die actieplannen ontwikkelen en andere documenten voor het rapporteren van activiteiten
- > Auditoren op alle niveaus die de structuur, de stijl en het proces van de auditrapportering wensen te vernieuwen

Doelstellingen van de opleiding

- > Creëren van doeltreffende, professionele auditrapporten
- > Gebruikers en lezers van auditrapporten begrijpen
- > De zes elementen gebruiken om het schrijven van een auditobservatie vorm te geven: oorzaken, gevolgen, omstandigheden, criteria, aanbevelingen en actieplannen
- > Beoordelen van de diverse onderdelen van het auditrapport in de loop van de opdracht
- > Nazicht van het rapport naar logica, klaarheid, impact, toon, beknopteheid en meerwaarde
- > Onderzoek en evaluatie van recente ontwikkelingen in de trends van de auditrapportering

Inhoud van de opleiding

- > Presentatie van de doelstellingen, de lezers en de structuur van het auditrapport
- > De "IIA Standards" en de beste praktijken in de geschreven communicatie
- > De ontwikkeling van de auditobservatie
- > De verbintenis verklaring
- > Feedback en nazicht
- > De tussentijdse rapportering en het eindrapport

Praktische informatie

- 2 dagen
- Dag 1: voor beginners
- Dag 2: voor reeds actieve beoefenaars én voor beginners
- Het seminarie en de handouts worden in het Nederlands gegeven
 - Niveau 2 en 3
 - Vereisten: geen
 - 845 €

- > Het creëren van de gewenste toon
- > De samenwerkende, adviserende stijl
- > De ondersteuning: gebruik van PowerPoint en andere softwarepakketten om een professioneel rapport te maken dat imponeert en overtuigt
- > Praktijkgevallen en groepbesprekingen met voorbeelden

Introduction à l'audit interne - Secteur Public

«Apprendre la méthodologie (basée sur le modèle COSO-ERM) utilisée par les auditeurs internes.
Mettre en pratique la théorie avec des cas pratiques couvrant l'ensemble du processus d'audit.»

Audience cible

- > Nouveaux auditeurs avec peu d'expérience
- > Non auditeurs voulant approfondir leurs connaissances en audit interne
- > Auditeurs souhaitant voir les bases théoriques de la partie I de l'examen CIA

Objectifs de la formation

- > Comprendre les concepts de l'audit interne et les Normes Professionnelles
- > Comprendre le rôle de l'audit interne dans le secteur public
- > Comprendre le processus d'audit du début à la fin
- > Partager des exemples de documents pour chaque étape du processus

Informations pratiques

- 4 jours
- Le cours et le support sont en français
- Niveau 1
- Pré-requis: connaissances de base en contrôle interne
- 1.030 €



Contenu de la formation

- > Introduction
- > Rôles et Responsabilités:
 - La définition de l'audit interne
 - Le contexte législatif belge
 - Les responsabilités et les objectifs de l'audit interne
 - Les responsabilités des autres acteurs du contrôle interne, de la gestion des risques et de la qualité
- > Le cadre de référence de l'Audit Interne:
 - Les normes professionnelles de l'IIA: le Code de Déontologie, les Normes Internationales et les Modalités Pratiques d'Application
 - La charte de l'audit interne
 - Les autres normes: ISACA, INTOSAI
- > Contrôle interne et gestion des risques:
 - Les principes de base du contrôle interne
 - La définition et gestion des risques (COSO-ERM)
 - Le rôle de l'auditeur dans la gestion des risques
 - Exemples de documentation et évaluation du contrôle interne
- > Le processus d'audit – Le déroulement d'une mission d'audit:
 - Revue du processus d'audit
 - Le programme d'audit
 - Les techniques d'audit (flowchart, revue analytique, logiciel,..)
 - La préparation de la mission
- Les objectifs de la mission, le contenu et l'analyse des risques de l'activité auditée
- La communication écrite: les observations, l'évaluation et la documentation des informations pendant l'engagement sur le terrain, les recommandations et les documents de travail
- Le rapport d'audit
- Illustration avec de nombreux exemples
- > La communication orale:
 - Connaissances interpersonnelles et techniques d'interviews
 - La gestion des conflits
 - Les réunions (démarrage, clôture)
 - Jeux de rôle (exercices)
- > La gestion du département d'audit interne:
 - Constitution des équipes
 - Plan des ressources
 - Critères de compétence et recrutement
- > Le marketing du département d'audit interne:
 - Echanges d'expériences
- > Développement des constats d'audit, des recommandations et du rapport:
 - Revue des "best practices"
- > Illustration avec des exemples et exercices dans chaque section, échanges entre les participants et revue des questions du CIA

Inleiding tot de praktische werking van interne audit - Publieke Sector

«Leer over methodologie (op basis van de model COSO-ERM) gebruik door interne auditoren.
Toets de theorie aan praktische case studies die het ganse interne auditproces omvatten.»

Doelgroep

- > Beginnende auditors met beperkte ervaring
- > Mensen die hun kennis omtrent interne audit wensen uitbreiden
- > Personen die zich wensen voor te bereiden op deel I van de CIA examens

Doelstellingen van de opleiding

- > De concepten van Interne Audit alsook de Normen begrijpen
- > De rol van Interne Audit in de publieke sector toelichten
- > Het interne auditproces doorlopen van begin tot einde
- > Het audit proces met voorbeelden illustreren

Praktische informatie

- 4 dagen
- Zowel het cursusmateriaal als de presentaties zullen in het Nederlands gegeven worden
 - Niveau 1
- Vereisten: basis kennis in interne controles
- 1.030 €

Inhoud van de opleiding

- > Rol en verantwoordelijkheden van Interne Audit:
 - De definitie van Interne Audit
 - De wetgeving in de Belgische context
 - Verantwoordelijkheden en objectieven van Interne Audit
 - Verantwoordelijkheden van andere functies ivm interne controle, risico proces & kwaliteit
- > Raamwerk voor Interne Audit:
 - De professionele Normen van het IIA bestaande uit de Deontologische Code, de Internationale Standaarden en de richtlijnen tot professionele uitoefening van Interne Audit
 - De interne audit charter
 - Andere normen: ISACA, INTOSAI
- > Interne Controles & Risicobeheer:
 - Basis principes in interne controles
 - Definitie & beheer van risico's (op basis van COSO ERM)
 - Rol van interne audit in risicobeheer
 - Voorbeelden van documentatie en evaluatie van interne controles
- > Het auditmodel en het uitvoeren van een auditopdracht:
 - Overzicht van het auditproces
 - Planning van de auditopdracht
- Audit technieken (flow chart, analytische testen,..)
- Voorbereiding van de auditopdracht
- Auditdoelstellingen, bereik auditopdrachten en auditprogramma
- Onderzoek, evaluatie en documentatie van de verzamelde informatie
- Communicatie van de resultaten en rapportering
- Opvolging van de aanbevelingen
- Overzicht van de aanvaardbare praktijken
- > Mondelinge communicatie:
 - Interpersoonlijke vaardigheden en interviewtechnieken
 - Vergaderingstechnieken (opstart, einde)
 - Rolspellen (oefeningen)
- > Beheer van interne audit afdeling
 - Het opstellen van de ploeg
 - Het selectie- en rekruteringsprogramma
 - Bekwaamheid en ervaring
- > Marketing van audit afdeling:
 - Uitwisseling van ervaring.
- > Voorbeelden & oefeningen doorheen de diverse sessies:
 - Interactie tussen de deelnemers
 - Voorbeelden van CIA-vragen en antwoorden

Gestion et évaluation des risques - Secteur Public

«Un guide pour découvrir le modèle COSO-ERM, l'implémentation d'un système de gestion des risques et le rôle de l'auditeur interne dans ces matières.»

Audience cible

Pour le secteur public:

- > Managers, auditeurs avec peu d'expérience en gestion des risques
- > Non auditeurs voulant approfondir leurs connaissances en gestion des risques

Objectifs de la formation

- > Définir le concept de risques
- > Apprendre la méthodologie COSO-ERM
- > Parcourir les étapes d'implémentation d'un système de gestion des risques
- > Apprendre les bonnes pratiques pour évaluer les risques, réduire et gérer les risques
- > Faire le lien entre la gestion des risques et le travail de l'auditeur interne

Informations pratiques

- 2 jours
- Le cours et le support sont en français
- Niveau 2 et 3
- Pré-requis: connaissances de base en contrôle interne
- 600 €



Contenu de la formation

- > Introduction: définition des risques
- > Méthodologie COSO-ERM:
 - Principes
 - Concepts: appétence aux risques, risque inhérent,...
 - Outils et techniques
 - Procédures
 - Responsabilités
- > Implémentation de COSO-ERM:
 - Lien avec les objectifs stratégiques
 - Etapes d'implémentation
 - Bonnes pratiques et exemples
- > Evaluation des risques:
 - Méthode: la cartographie
 - Exemples et bonnes pratiques
- > Gestion des risques et l'audit interne:
 - Rôles et responsabilités
 - Etablissement du plan annuel sur base de l'analyse des risques
 - Identification et évaluation des facteurs de risque dans chaque mission
- > Illustration avec des exemples et exercices dans chaque section, échanges entre les participants

Risicobeheer en evaluatie - Publieke Sector

«Een gids voor het ontdekken van het COSO-ERM model, de implementatie van een risicobeheersysteem
en de rol van de interne auditor in die materie.»

Doelgroep

- > Managers, auditoren met beperkte ervaring in risicobeheer
- > Niet-auditoren die zich willen verdiepen in de kennis van risicobeheer

Doelstellingen van de opleiding

- > Definitie van het concept «risico»
- > Aanleren van de COSO-ERM methodologie
- > Doorlopen van de verschillende stappen tot implementatie van een risicobeheersysteem
- > Aanleren van de beste praktijken om risico's te evalueren, en deze te reduceren en beheersen
- > De link maken tussen risicobeheer en de functie van de interne auditor

Praktische informatie

- 2 dagen
- De cursus en de ondersteuning zijn in het Nederlands
- Niveau 2 en 3
- Vereisten: basiskennis interne controle
- 600 €



Inhoud van de opleiding

- > Introductie: definitie van risico
- > Methodologie COSO-ERM:
 - Principes
 - Concepten: appetijt voor risico, inherent risico,...
 - Middelen en technieken
 - Procedures
 - Verantwoordelijkheden
- > Implementatie van COSO-ERM:
 - Link met de strategische objectieven
 - Stappen tot implementatie
 - Beste praktijken en voorbeelden
- > Evaluatie van het risico:
 - Methode: in kaart brengen
 - Voorbeelden en beste praktijken
- > Risicobeheer en interne audit:
 - Taken en verantwoordelijkheden
 - Opstellen jaarplan op basis van de risico-analyse
 - Identificatie en evaluatie van de risicofactoren in elke opdracht
- > Illustratie met voorbeelden en oefeningen in iedere sectie, uitwisseling tussen de deelnemers

La création d'un département d'audit interne

«Comprendre pourquoi et comment créer un service d'audit interne: les raisons de la création, comment le justifier en définissant ses apports dans la maîtrise des risques et des contrôles, connaître les étapes pratiques, le positionnement et l'organisation, la communication, les ressources humaines, les méthodologies et les outils et enfin comprendre les types d'audit (financier, opérationnel, IT et conformité).»

Audience cible

- > Vous êtes membre d'un comité de gestion, de direction ou d'administration d'une entreprise privée ou publique et la gestion des risques, des contrôles et particulièrement la création d'un audit interne vous intéresse
- > Vous êtes chargé d'un projet de création d'un service d'audit interne et/ou en deviendrez responsable et souhaitez obtenir un plan concret de mise en œuvre ainsi que des expériences pratiques

Objectifs de la formation

- > Se familiariser avec les raisons de la création d'un département d'audit interne (maîtrise des risques, environnement de contrôle, réglementations, valeur ajoutée)
- > Expliquer le plan concret et les étapes nécessaires pour créer un département d'audit interne
- > Comprendre et maîtriser les challenges et opportunités de la création de la fonction d'audit interne en termes de ressources humaines, de communication, de méthodologie et d'outils
- > Parcourir les points clés de l'audit opérationnel, conformité, financier et IT

Contenu de la formation

- > La mise en place de la fonction d'audit interne - opportunités, contraintes, le rattachement, la communication et la charte d'audit, les relations avec les métiers connexes du risque et du contrôle
- > Organisation de l'équipe d'audit - taille, recrutement et formation, sous-traitance
- > La méthodologie - référentiel, analyse des risques et des contrôles, le plan d'audit
- > Les missions - phases de réalisation, types de missions, le suivi des recommandations, les outils

Informations pratiques

- 1 jour
- Le séminaire et le support sont en français
- Niveau 2 et 3
- Pré-requis: connaissance des notions de risque et de contrôle ainsi que de la maîtrise de la gestion des entreprises publiques ou privées
- 495 €



Opstarten van een interne audit afdeling

«Begrijpen waarom en hoe een intern audit departement kan worden opgestart: de redenen van de creatie, de verantwoording en definiëring van de bijdragen in de risicobeheers- en controleprocessen, de praktische stappen van een opstart herkennen, de positionering in de organisatie, de communicatie, de human resources, de methodologieën en middelen en uiteindelijk de verschillende interne audit types (financieel, operationeel, IT en compliance).»

Doelgroep

> U bent lid van een beheerscommissie, directie of administratieve afdeling van een privé-onderneming of publieke instelling en risicobeheer, controle en in het bijzonder de opstart van een interne auditafdeling interesseren u

Doelstellingen van de opleiding

> Zich familiariseren met de redenen om een interne auditafdeling op te starten (risicobeheer, controle omgeving, reglementeringen, toegevoegde waarde)
 > Concrete toelichting van de te ondernemen stappen bij de opstart van een interne audit afdeling
 > Begrijpen en beheersen van de uitdagingen en opportuniteiten bij de opstart van een interne audit afdeling inzake personeel, communicatie, methodologie en tools
 > Doorlopen van sleutelementen bij operationele, compliance, financiële en IT-opdrachten

Praktische informatie

- 1 dag
- Het seminarie en de handouts zijn beschikbaar in het Nederlands
 - Niveau 2 en 3
- Vereisten: noties van risicobeheers- en controlemaatregelen alsook het beheer van privé-ondernemingen en publieke instellingen
 - 495 €

Inhoud van de opleiding

- > Het opstarten van een interne auditafdeling - opportuniteiten, beperkingen, plaats in de organisatie, de communicatie en het audit charter, de relatie met andere functies gerelateerd aan risico en controle
- > Organisatie van het auditteam - grootte, aanwerving en vorming, outsourcing
- > De methodologie - het raamwerk, risico-analyse et controle, auditplan
- > De auditopdrachten - fasen in de realisatie, opdrachttypes, opvolging van aanbevelingen, de tools

Pilotage d'un département d'audit interne

«Permettre aux responsables futurs ou déjà en place d'anticiper les défis; de développer des stratégies répondant aux besoins actuels et de pérenniser le service d'audit interne au sein de l'organisation. La création d'un service d'audit interne fait l'objet d'un module séparé.»

Audience cible

- > CAE: vous êtes ou deviendrez responsable d'un service d'audit interne et souhaitez obtenir des réponses concrètes aux questions que vous avez ou pour échanger sur les expériences de chacun
- > Audit managers: vous êtes désireux d'évoluer vers la fonction de CAE et d'en comprendre les défis

Objectifs de la formation

- > Définir/rafraîchir les concepts de pilotage d'un service d'audit interne
- > Rappeler les objectifs du service d'audit interne
- > Organiser et piloter l'activité au quotidien
- > Gérer les relations avec les «clients/parties prenantes» de l'audit (direction opérationnelle, Direction Générale, Conseil, Comité d'audit, audit externe, régulateurs) et répondre à leurs attentes
- > Promouvoir et assurer la pérennité du service

Informations pratiques

- 1 jour
- Le séminaire et le support sont en français
- Niveau 2 et 3
- Pré-requis: connaître la méthodologie de l'audit interne et la conduite d'une mission
- Fournir préalablement à la formation les exemples suivants au Secrétariat de l'IIA pour mise sur supports visuels, utilisation pendant la session (échanges de vue concrets entre les participants)
 - Charte d'audit interne
 - Plan d'audit
 - Lettre d'annonce d'une mission
 - Charte du Comité d'Audit
 - Enquête de satisfaction vers les audités
 - Enquête de satisfaction vers les commanditaires
 - Rapport d'activités
- Carte globale d'évaluation des risques de l'entreprise
 - Auto évaluation
- 495 €

Contenu de la formation

- > Le cadre de référence et les objectifs de l'activité d'audit interne:
 - Rappel de la définition de l'audit interne
 - Rappel des objectifs du service d'audit
 - Rappel des Normes professionnelles de l'IIA relatives au pilotage du service d'audit interne: le Code d'Éthique, les Normes Internationales et la Charte d'audit interne
 - Exemples de chartes d'audit interne
- > Le pilotage du service d'audit interne:
 - Le plan d'audit: Diagramme d'élaboration et mise à jour du plan d'audit; exemples de plans d'audit
 - La supervision d'une mission d'audit: Diagramme de la supervision d'une mission; Exemples de lettre d'annonce d'une mission
 - Le suivi des recommandations d'audit
 - Le suivi des budgets: ressources humaines; heures
 - Le développement et le suivi des indicateurs de qualité et de productivité: exemples
- > La gestion des relations avec les «clients/parties prenantes»:
 - Répondre aux attentes des parties prenantes
 - Contacts réguliers avec les différentes parties prenantes:
 - exemples de charte du Comité d'audit
 - exemples d'enquêtes de satisfaction
 - Rapportage des activités du service d'audit interne:
 - exemples de rapport d'activités
 - exemples d'enquêtes de satisfaction
 - exemples de carte globale d'évaluation des risques
- > La promotion et la pérennité du service:
 - Informer l'ensemble du personnel sur la fonction d'audit interne
 - Messages aux audités et aux auditeurs
 - Former les responsables de l'entreprise
 - L'audit de l'audit: le programme d'assurance et d'amélioration
 - Exemples d'auto évaluation

Besturen van een interne audit afdeling

«De huidige en toekomstige verantwoordelijken van een auditdepartement begeleiden in hun uitdagingen; ontwikkelen van strategieën die beantwoorden aan de huidige noden en die de duurzaamheid van de interne auditafdeling in de organisatie verzekeren.»

Doelgroep

- > CAE: U bent of wordt verantwoordelijke van een interne audit afdeling en bent op zoek naar concrete antwoorden op uw vragen en/of wenst deze af te stemmen met de ervaringen van anderen
- > Audit manager: U wenst te evolueren tot de CAE-functie en de gerelateerde uitdagingen te begrijpen

Doelstellingen van de opleiding

- > Bepalen/opfrissen van de concepten voor de opstart van een interne audit afdeling
- > Herhalen van de objectieven van een interne audit afdeling
- > De dagelijkse operationele activiteiten organiseren en begeleiden
- > Beheren van relaties met klanten/stakeholders (operationeel management, top management, raad van bestuur, auditcomité, externe audit, regelgevers) en beantwoorden aan hun verwachtingen
- > Bevorderen en verzekeren van de duurzaamheid van de interne audit afdeling

Praktische informatie

- 1 dag
- Het seminarie en de handouts zijn beschikbaar in het Nederlands
 - Niveau 2 en 3
- Vereisten: kennis van de interne audit methodologie en het uitvoeren van een opdracht
- Toeleveren van volgende voorbeelden aan het IIA secretariaat met als doel deze tijdens de sessie te bespreken met de deelnemers
 - Interne audit charters
 - Audit plan
- Aankondigingsbrieven van een interne auditopdracht
 - Charter van het auditcomité
 - Tevredenheidsenquête naar de geauditeerden
 - Tevredenheidsenquête naar de activiteitenrapporten
- Globale risicomap van de risico's van de organisatie
 - Interne evaluaties
- 495 €



Inhoud van de opleiding

- > Het referentiekader en objectieven van de interne audit afdeling:
 - Herhaling van de interne audit definitie
 - Herhaling van de objectieven van de interne audit afdeling
 - Herhaling van de professionele normen van het IIA met betrekking tot het begeleiden en sturen van een auditdepartement: De Ethische Code, de Internationale Normen en het interne Audit charter
 - Voorbeelden van interne audit charters
- > Het besturen van een interne audit afdeling:
 - Het auditplan: raamwerk voor de uitwerking van het auditplan: voorbeelden van auditplannen
 - De supervisie van een auditopdracht: raamwerk voor de supervisie van een opdracht, voorbeelden van aankondigingsbrieven van een opdracht
 - De opvolging van audit aanbevelingen
 - De opvolging van budgetten: human resources, tijdsbesteding
 - De ontwikkeling en opvolging van kwaliteits- en produktiviteitsindicatoren: voorbeelden
- > Het beheer van de relaties met belanghebbenden (stakeholders):
 - Beantwoorden aan de verwachtingen van belanghebbenden
 - Regelmatige contacten met diverse stakeholders: voorbeelden van een auditcomité charter, voorbeelden van tevredenheidsenquêtes
 - Rapportering van interne audit activiteiten: voorbeelden van rapporteringen, voorbeelden van een algemene risico-evaluatie map
- > Het bevorderen en verzekeren van de duurzaamheid van de afdeling:
 - Toelichten van de interne audit functie aan het personeel
 - Boodschappen aan geauditeerden en auditoren
 - Vorming van de verantwoordelijken van de onderneming
 - Audit van de audit: het zekerheids- en verbeteringsprogramma
 - Voorbeelden van een interne evaluatie

REGISTRATION INFORMATION

Training Details

Detailed brochures and on-line registration facilities are available on the IIA Website. These documents will give more details about the program, the speakers and the logistic details for all training. Specific questions regarding the training program can be addressed at info@iiabel.be

Training Registration

1. Prerequisites:

For some trainings, prerequisites are specified in the description of the program. If you need more details, send us an email at info@iiabel.be or call at 32.2.219.82.82.

2. Number of participants

For most trainings, the number of participants is limited to 20.

3. Documentation

Supporting documents (slides, readings, books,...) are distributed to all participants.

4. Content of the trainings

The content is tailored to the needs of the participants and is in constant evolution. Therefore, IIA Bel reserves the right to modify the program without prior notification.

5. Organization of the trainings

All trainings are organized in Brussels, in different locations selected by IIA Bel. Coffee breaks and lunches are provided for each full day session. The time schedule is from 9 am until 5 pm.

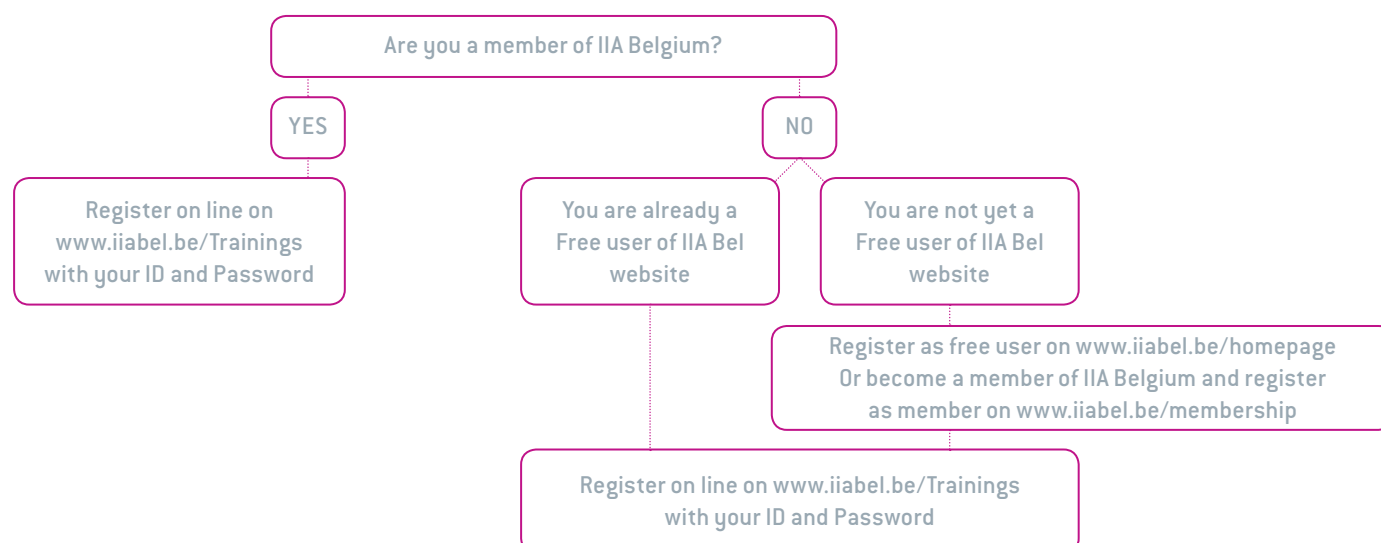
6. Cancellation / Schedule changes of trainings

At times, it might be necessary to cancel or reschedule trainings. The IIA will provide advance notice of any change and, in doing so, will not be entitled to indemnities related to the cancelling or rescheduling of trainings.

7. Registration process

A participation is only registered when the on-line subscription form is fully completed.

On-line registration service is available on www.iiabel.be.



8. Registration confirmation

You will be notified of your acceptance with a confirmation notice sent to you after the registration. An invoice will be sent to the billing address within 10 days after the registration has been received.

It is required that IIA Bel receives the payment of the invoice prior to the date of training.

Persons who did not pay beforehand will not be authorized to attend the training unless they can demonstrate that the payment has been processed.

9. CPEs requirements

The IIA Educational programs are accepted for fulfilling Continuing Professional Education (CPE) requirements.

The training programs are also eligible for IDAC/IEC Credits. CPEs certificates will be sent by email automatically 2 weeks after the training at the latest.

10. Cancellation by the participants

Cancellation requests must be made in writing and must be sent by email to info@iabel.be. Any cancellation for a registration received less than 10 working days before the start of the training is non refundable.

Each participant may be replaced by a colleague at no cost as long as the change is confirmed by writing at least 7 days before the training starts.

11. Prices

All the prices indicated are exclusive VAT and before any discount (see point 12). The price includes access to the seminar, handouts, lunch and coffee-breaks.

12. Registration special conditions

All early registrations (4 weeks before the training) get a special rate (discount of 8 %).

Group registrations get special discounts: less 5% for 2 registrations, less 10% for more.

To fulfil this condition, the participants must belong to the same company-group and be registered at the same training at the same time.

13. Billing address

The invoice is sent to the billing address indicated on the online registration form.

Agreement IIA Belgium-IRE/IBR

As from January 2010, the 2 Institutes have agreed on the following:

- IIA Belgium members may follow the IRE/IBR Seminars and benefit from a discount of 15% (not applicable for the workshop and regional meetings organized by IBR/IRE).
- IRE/IBR members may follow the IIA Belgium trainings and get a special discount of 15% on the non members' prices.

The complete training program of IBR/IRE is available on http://www.ibr-ire.be/fra/vorming_brochure.aspx.

The 2011 IIA Education Program is available at IIA Belgium (www.iabel.be).

IN HOUSE TRAININGS

Have you considered discussing your professional needs with IIA?

IIA may customize focused seminars for you!

The Benefits of On-site Training Include:

- > Substantial training cost savings since On-site Training offers reduced course fees and eliminates staff travel expenses.
- > Courses led by internal audit practitioners, who are also skilled seminar facilitators.
- > All the courses can be customized to meet your needs.
- > A consistent message presented to your entire team at the same time which helps develop standardized processes and a more cohesive team.
- > Scheduling at the location and time of your choice
- > Tailored trainings in line with specific educational goals and objectives

Tap into the experience of The IIA's professional On-site Training team. They will work with you one-on-one to formulate a program that is targeted, results oriented, and motivational.

Currently, the most popular in house trainings are:

- > Introduction to internal audit
- > Introduction to IT audit
- > Preparation and writing audit documents
- > Risk Management
- > Business Continuity
- > Management of an Audit Committee
- > Communication techniques

For more information, please contact us at info@iialabel.be

ABOUT THE INSTITUTE OF INTERNAL AUDITORS BELGIUM

Established in 1977, The Institute of Internal Auditors (IIA) Benelux covered the Benelux region. As from 1998, IIA Belgium was born as a national institute affiliated to the Institute of Internal Auditors Inc.

IIA Belgium is a professional association, the acknowledged leader, the recognized authority, and the principal educator for the internal audit profession.

The mission of the Institute of Internal Auditors is to provide dynamic leadership for the global profession of Internal Auditing. Activities in support of this mission will include but are not limited to:

- > Advocating and promoting the value that internal audit professionals add to their organizations;
- > Providing comprehensive professional growth opportunities; standards and other professional practice guidance; and certification programs;
- > Researching, disseminating, and promoting to practitioners and stakeholders knowledge concerning internal auditing and its appropriate role in control, risk management and governance;
- > Educating practitioners and other relevant audiences on best practices in internal auditing and
- > Bringing together internal auditors to share information and experience.

The Institute shares the fundamental principles of the profession with more than 165.000 internal auditors worldwide and 1.600 in Belgium; namely the Code of Ethics and the International Standards for the Professional Practice of Internal Auditing.

Our members come from all sectors (banking, insurance, industry, services, ...) and from all types of organization (private or public, national or international).

For more information please contact:

The Institute of Internal Auditors Belgium

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Phone: +32(0)2 219 82 82

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E-mail: info@iiabel.be

Website: www.iiabel.be

TRAININGS CALENDAR 2011

	Number of day(s)	January	February	March
Internal Auditing Methodology				
Audit Essentials				
Introduction à l'Audit Interne	4,5		28	1-2-3-4
Inleiding tot de praktische werking van interne audit	4,5			
Risk and Control				
ERM Framework and risk analysis	2		17-18	
Risk Based Internal Auditing	2			
Management				
Quality Assessment of an audit activity	2			
Revue Qualité d'un département d'audit interne	2			
Internal Auditing Tools & Techniques				
Introduction to Operational Audit	2			
Using Control Self Assesment	2			
Auditing Corporate Governance	1			
Improve Audit Efficiency with Project Management and CAATT's	1		21	
Auditing Human Resources	2			
Auditing Outsourcing	2			
Auditing the Contracting Process	2			
Creative Problem-solving Techniques for Auditors	2		15-16	
Knowledge areas				
Governance				
Business Continuity	2			
Auditing Anti-Money Laundering	2		22-23	
Finance				
Introduction to General Accounting Basics	3			
Introduction & Auditing Cost Accounting	2			
Introduction to Financial Audit	2			
Fraud				
Fraud awareness for Internal Auditors and Managers - Industrial sector	2	19-20		
Fraud awareness for Internal Auditors and Managers - Financial sector	2			21-22
Fraud Prevention and Detection for Internal Auditors	2			
IT & Integrated Audit				
Introduction à l'audit IT	3			
Inleiding tot IT audit	3			
Introduction to the COBIT	2			28-29
IT Risks Workshop	2			
IT Governance Introduction	1			
Integrated audit of automated business processes	3			
Information Security Audit	2			
Auditing Business Application Systems	2			
Auditing Project Management	2			
Insurance				
The Insurance Activity: an introduction for auditors	1			
Behavioral Skills				
Leadership skills for auditors	2		24 - 25	
Consulting: Activities, Skills, Attitudes	2			
Techniques de Communication pour les auditeurs	2			24-25
Interviewtechnieken voor auditoren	2			
Préparation et rédaction des écrits d'audit	2			
Vorbereiding en opstelling van een auditrapportering	2		7-8	
Public Sector				
Audit Essentials				
Introduction à l'audit interne	4			
Inleiding tot de praktische werking van interne audit	4			14-15-16-17
Risk and Control				
Gestion et évaluation des risques	2			
Risicobeheer en evaluatie	2			
Chief Audit Executives Stream				
La création d'un département d'audit interne	1			
Opstarten van een interne audit afdeling	1			
Pilotage d'un département d'audit interne	1			
Besturen van een interne audit afdeling	1			

April	May	June	September	October	November	December
	9-10-11-12-13					
			15-16			
	2-3		19-20			
						12-13
	16-17			3		
						8-9
				6-7		
		27-28				
			29-30			
	23-24-25		21-22			
	26-27					
				12-13		
4-5-6				19-20-21		
	30-31					
		20				
		15-16-17				
		23-24				
					14-15	
					16-17	
		29				
7-8						
			26-27			
					21-22	
		6-7-8-9				
						5-6
					28-29	
			28			
				24		
				10		
					23	



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