

The Internal Audit Academy of the Institute of Internal Auditors – Belgium has developed a new

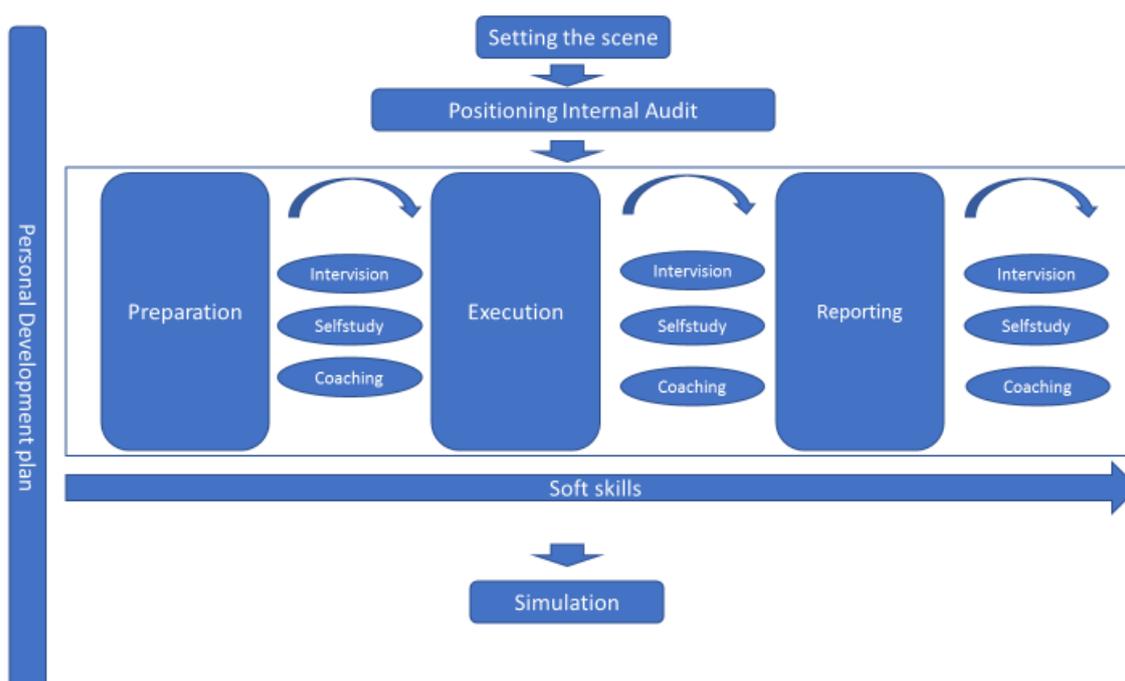
**Master Class Internal Audit Essentials**

program to prepare you for your challenging job as a junior internal auditor.

Based on a business like case, we will guide you through the different steps of the execution of an internal audit engagement and its different challenges. During the training, you will be able to exchange your knowledge with colleagues and learn from experienced trainers.

To ensure you get maximum value out of the training, we will provide you with a coach who will be available for you on a regular basis to ask for feedback and address sector specific questions or other challenges you might face.

The Master Class Internal Audit is built around three key components: the preparation of an internal audit engagement, the execution of the engagement and the reporting of the audit observations.



## Program content

### 1. Positioning internal audit

#### Learning objectives:

- Understand what the audit function stands for.
- Demonstrate how internal audit provides value in your organization.
- Develop a practical knowledge of the principles and standards you need to be familiar with to perform audits.
- Provide an answer to specific and/or practical issues and problems you may face in your organization or industry sector (with coaches).

The methodology behind the work of internal audit is anchored in the professional internal auditing standards. While the participants will make themselves familiar with the standards and the framework for the practice of internal audit, the trainers will highlight how to implement these basic principles in your day-to-day work. The participants will learn how to refer to various frameworks in their audit engagements. They will get a better understanding of their role in the organization.

#### Detailed program:

Day 1	Day 2	Day 3
12 September 2019	26 September 2019	10 October 2019
<ul style="list-style-type: none"> <li>• Get to know each other</li> <li>• Introduction on general principles (position of internal audit in governance structure, control and risk frameworks)</li> <li>• Practical examples and exercises</li> </ul>	<ul style="list-style-type: none"> <li>• The standards and the IPPF in practice</li> <li>• Practical examples and exercises</li> <li>• Group discussion (based on prepared questions)</li> <li>• Test/quiz</li> </ul>	<ul style="list-style-type: none"> <li>• Rehearsal of the topics learned</li> <li>• Testimonial: the added value of internal audit</li> <li>• Introduction to the case study</li> </ul>

#### HOME DAYS

- Self-study of standards
- Explore various relevant literature and handbook

#### COACHING SESSION

- Introduction to the coaches

## 2. Preparation of the audit engagement

### Learning objectives:

- Learn how critical good planning is.
- Define the audit objective(s) and determine an adequate audit scope.
- Become familiar with techniques on how to gather relevant and essential information.
- Develop a risk/control matrix.
- Draw an audit program that will satisfy the audit objective(s).
- Provide an answer to specific and/or practical issues and problems you may face in your organization or industry sector (with coaches).

A starting auditor will be allocated to a new internal audit engagement. The auditor needs to be able to get him/herself organized on what to do and how to do this. He/she needs to be able to collect all relevant information in order to get a better understanding of the risks of the process under review. Based on the information gathered the auditor will be able to understand the skills that are needed to undertake the various parts of the audit engagement. At the end of the preparation phase the internal auditor will be able to draft the work program for the internal audit engagement, according to the specific audit objective(s) and scope.

### Detailed program:

Day 4	Day 5	Day 6
24 October 2019	7 November 2019	21 November 2019
<ul style="list-style-type: none"> <li>• Introduction to the concepts of audit objective and audit scope</li> <li>• Audit criteria and how to choose the relevant ones</li> <li>• Group discussion (based on prepared questions)</li> <li>• Test/quiz</li> <li>• Start of the case study</li> </ul>	<ul style="list-style-type: none"> <li>• Create the risk/control matrix</li> <li>• Develop the audit program with all audit steps and audit procedures</li> <li>• Group discussion (based on prepared questions)</li> <li>• Test/quiz</li> <li>• Continue work on case study</li> </ul>	<ul style="list-style-type: none"> <li>• Rehearsal of everything learned on the planning phase</li> <li>• Testimonial: challenges in the planning phase</li> <li>• Continue work on case study</li> <li>• Presentation of results case study related to planning phase</li> </ul>

### HOME DAY

- Self-study: What are the relevant standards applicable to the planning phase?
- Preparatory reading of the case study
- Explore various relevant literature and handbook

### COACHING SESSION

- Session with coaches (choice of topic for final paper)

### 3. Execution of the audit engagement

**Learning objectives:**

- Independently start up the execution phase of an audit engagement.
- Know how to select the most appropriate audit technique.
- Learn how to evaluate the evidence gathered.
- Feel sufficiently confident about the soft skills required to perform an audit.
- Be familiar with the basic elements of specific domains (such as fraud and IT) while performing a regular audit.
- Provide an answer to specific and/or practical issues and problems you may face in your organization or industry sector (with coaches).

This component aims at making the auditors ready to perform the audit work, whether acting alone or as a team member. Following the audit work program, the internal auditor will be able to review the design of controls in the process under review and to subsequently test the adequate implementation of these controls. The auditor will learn how and when to apply analytical procedures or to use data mining techniques versus sampling. The auditor will learn how to keep track of his work and observations in proper working papers.

Throughout the execution of the engagement the internal auditor will be in regular contact with the auditees. Therefore, sufficient emphasis will be put on the development of the auditor’s communication skills and in particular how to interview the auditees.

**Detailed program:**

Day 7	Day 8	Day 9
5 December 2019	19 December 2019	16 January 2020
<ul style="list-style-type: none"> <li>• Explanation of different audit techniques and how to choose the appropriate audit technique</li> <li>• Relevance of audit evidence</li> <li>• Various exercises on audit techniques</li> <li>• Continue work on case study</li> </ul>	<ul style="list-style-type: none"> <li>• Rehearsal of audit techniques</li> <li>• Evaluation of audit evidence and how to develop observations</li> <li>• Testimonial: How to perform audits</li> <li>• Continue work on case study</li> </ul>	<ul style="list-style-type: none"> <li>• Introduction on effective communication and interview techniques</li> <li>• Role plays on communication and interview techniques</li> <li>• Group discussion (based on prepared questions)</li> <li>• Test/quiz</li> <li>• Continue work on case study</li> </ul>

Day 10	Day 11
30 January 2020	13 February 2020
<ul style="list-style-type: none"> <li>• Explanation of the documenting principles of an audit engagement (working papers)</li> <li>• Various exercises on how to document and describe observations and findings and how to complete the risk/control matrix</li> <li>• Test/quiz</li> <li>• Continue work on case study</li> </ul>	<ul style="list-style-type: none"> <li>• Basic principles on fraud and how to deal with fraud during an audit</li> <li>• Basic principles on IT risks and controls and how to assess the design and implementation of IT controls</li> <li>• Test/quiz</li> <li>• Continue work on case study</li> <li>• Presentation of results case study related to execution phase</li> </ul>

**HOME DAY**

- Self-study: what are the relevant standards applicable to the executing phase?
- Preparatory reading of the case study
- Explore various relevant literature and handbook

**COACHING SESSION**

- Session with coaches

## 4. Reporting on audit observations

### Learning objectives:

- Summarize the information gathered and start up the reporting phase.
- Build up an informing and convincing audit report.
- Become sufficiently confident about the required soft skills necessary to communicate on the audit performed.
- Be familiar with different other actors in the organization and how to communicate with them.
- Provide an answer to specific and/or practical issues and problems you may face in your organization or industry sector (with coaches).

The audit report is considered to be the main deliverable of the audit work. The reporting is based on the work performed in the previous phases of the audit and needs to capture all critical information in a way that senior management can take the appropriate actions. The use of fact finding memos will be emphasized in order to avoid surprises. The participants will learn about techniques to optimize the reporting process, from the closing meeting with the auditees up to the final report, including how to sell recommendations.

The internal auditor must learn how to optimize his communication with the auditees. This communication starts at the very beginning of the audit engagement and continues throughout the entire process. Based on existing reports the participants will learn more about the DO's and DON'Ts in communication.

### Detailed program:

Day 12	Day 13
5 March 2020	19 March 2020
<ul style="list-style-type: none"> <li>• From audit observation to audit finding</li> <li>• Develop the audit report</li> <li>• Respect the contradictory procedure</li> <li>• Group discussion (based on prepared questions)</li> <li>• Test/quiz</li> <li>• Continue work on case study</li> </ul>	<ul style="list-style-type: none"> <li>• Rehearsal of the basics on reporting</li> <li>• Testimonial: Pitfalls in audit reporting</li> <li>• Various exercises on audit reports</li> <li>• Continue work on case study</li> </ul>

Day 14	Day 15
23 April 2020	7 May 2020
<ul style="list-style-type: none"> <li>• Introduction to convincing auditees and how to deal with difficult auditees</li> <li>• Role plays on communication and reporting techniques</li> <li>• Relationship with the chief audit executive, colleagues, the audit committee, external audit, and others</li> <li>• Group discussion (based on prepared questions)</li> <li>• Continue work on case study</li> </ul>	<ul style="list-style-type: none"> <li>• Rehearsal of all the steps of the audit engagement</li> <li>• Continue work on case study</li> <li>• Presentation of results case study related to the reporting phase</li> </ul>

**HOME DAYS**

- Self-study: what are the relevant standards applicable to the reporting phase?
- Preparatory reading of the case study
- Explore various relevant literature and handbook

**COACHING SESSION**

- Session with coaches

**5. Soft skills for internal auditors**

Internal auditors need to be excellent communicators. They should get all relevant information out of sometimes difficult interviews. They need to be able to present their observations in a balanced way. And the auditors should be able to present and write well.

The program will not offer separate training on these soft skills, but these skills will be incorporated and exercised in all three components. Role plays will be used to exercise on interview techniques. The participants will receive sample audit reports to practice on writing and correcting them to write clear and good audit reports.

## 6. Final paper

The participants will develop a final paper towards the end of the program. The topic will be chosen by the participant after consultation with his coach. Topics can be practical examples from their own organization or an in depth application of principles learned.

All papers need to be submitted by 15 September 2020 and will be presented in public during the fall.

## General information

### Methodology applied throughout the entire program:

- Self-study from handbooks provided and from referenced reading materials
- Summary of topics studied by trainer
- Practical information, exercises and examples provided by trainer
- One integrated case study applied throughout the program
- Role plays
- Rework of existing audit reports
- Group discussions based on prepared questions
- Testimonials on various aspects of the audit engagement by experts
- Personalized support of participants by coaches
- Practical use of audit management software

### Study materials

All participants will receive the IPPF red book and the Sawyer Internal Audit Manual as a basis for the self-study. Trainers will guide the participants through this essential audit literature. In addition the trainers will provide specific study materials and slides on the different parts. The coaches can provide support whenever specific information is needed by the participants. The program is supported by Sepia Solutions who will make the Pentana Audit Management Software available for each participant throughout the entire program.

### When and where?

The 15 sessions will take place on the above dates at the Internal Audit Academy of the Institute of Internal Auditors – Belgium at 1000 Brussels, Koningsstraat / Rue Royale 109-111.

In principle all sessions will start at 13:00 and finish around 20:30. In addition to the coffee/discussion breaks a meal will be provided in the early evening.

All sessions will be organized in English. During the many working sessions participants may agree amongst themselves to use another language.

### **Pricing**

The price for the entire program is € 6.600.

Early bird registrations before 1<sup>st</sup> August 2019 will receive a € 600 discount.

### **Certificate**

All participants who attended the sessions on a regular basis, who participated actively throughout the sessions and who presented their final paper will receive a certificate from the Internal Audit Academy.

### **Registration**

Register here:

<https://iiabel.be/en/events/calendar-en/registration/registration/registration.display/353.html>

Places are limited because of the very interactive nature of the program.