Q&A with Chairman of the Canadian Board

Sheila Smigarowski was elected as Chairman of the Canadian Board for the 2012-2013 term. She is no stranger to IIA Canada and has played a vital role in its success. Over the years Sheila has served as a volunteer instructor of The IIA’s Public Seminars; as Western Canada District Representative, member of the Chapter Relations Committee of North America, and Co Chair of IIA Canada Chapter Relations Committee; as member of IIA’s Editorial Advisory Board and Communications Advisory Committee; and as Vancouver Chapter President and Saskatchewan Chapter Governor. Outside of her volunteer roles with The IIA, Sheila serves as the Chief Audit Executive and Chief Risk Officer for EPCOR Utilities Inc. based in Edmonton, Alberta.

We spent some time with Sheila asking her questions that came from you, the Members:

How is IIA Canada operating within the IIA structure?

Starting in 2013, Canada has been recognized by The IIA as an Institute with its operations overseen by a Canadian Board selected through a nomination process. Among its responsibilities, the Canadian Board oversees the Canadian office, IIA Canada’s strategic and operating plans and budget while operating within the legal structure of IIA North America where it reports to the North American Board. A Canadian Board member serves on the NA Board as liaison. Although we are not operating as a fully independent legal entity, this structure protects and enhances service to Canadian members, ensuring that you continue benefits from the Global and NA Institutes while also gaining unique services from a Canadian perspective. The Institute is still working to establish its longer term strategic plan, refine its business model, establish sustainable revenues and align its cost structure for consideration as a fully independent institute in the future.

Continued on page 9
Welcome to the first edition of @IIACanada. We hope that you find our newsletter both interesting and informative as we give you insight into IIA Canada’s progress, events, upcoming seminar and training sessions, articles on what’s new in the profession and news related topics. Our aim is to produce a quarterly issue of @IIACanada in both official languages. The first issue is being sent in a printed version in English only, but both English and French versions can be found on IIA Canada’s website at www.iiacanada.ca. Future issues will be on-line only. To ensure you receive news of IIA Canada, be sure your profile at IIA Global Headquarters (www.theiia.org) permits you to receive member information. Change your opt-out settings to ensure you receive future issues of @iiacanada.

**WEBSITE LAUNCH**

IIA Canada is pleased to announce the launch of its redesigned website. The new design allows for easier navigation, enhanced functionality, and encourages visitors to explore IIA Canada’s services, training and events, news feeds and more. In the coming months, additional enhancements will be introduced to the site; our French site is well on its way and should be live in May 2013. Please visit www.iiacanada.ca and add it to your favorites for easy access.

**FREE WEBINARS**

You asked, we heard! Starting September 2013 you can view Canadian webinars for FREE.

Watch our experts’ discuss a host of hot topics from the comfort of your home or office. Check out May’s webinar, Information Technology and Information Management Audit led by, Jose Luis Garcia, Scotiabank Chile on May 14th at 1:00-2:30 ET.

Visit our website www.iiacanada.ca for a complete list of our 2013 webinars.

**ONE WORLD**

**ONE PROFESSION**

**ONE DESTINATION**

Join us in Orlando, July 14-17, 2013 at the International Conference. Participate in 6 general sessions and 77 educational sessions; see world renowned keynote speakers and network with more than 2500 internal auditors from more than 100 countries. All in the world’s premier travel destination, Orlando Florida.

Conformance With Internal Audit Standards: Whose Job Is It Anyway?

IIA President & CEO, shares his personal reflections and insights on the internal audit profession.

By Richard Chambers, CIA, CGAP, CCSA, CRMA

This year marks the 35th anniversary of The IIA’s International Standards for the Professional Practice of Internal Auditing (Standards). Over the years, the Standards has become recognized as a critical means by which internal auditing’s stakeholders gain assurance on the quality of internal audit’s work. Conforming with the Standards lets our stakeholders know that the internal audit function is a reliable resource because it’s independent; operates with a high degree of professionalism; is staffed with ethical, objective professionals; and adds true value to the organization. As such, The IIA’s Code of Ethics and Certified Internal Auditor designation make conformance with the Standards a requirement for IIA members, IIA certification holders, and candidates.

Yet, often times, internal auditors — especially those at the staff auditor level — may wonder, “What is my responsibility in ensuring my department conforms with every standard?” After all, many internal auditors lack the authority to establish the function’s independence, ensure interaction with the board, or maintain a robust quality assurance and improvement program — all requirements of our Standards. In fact, standards such as Standard 2000: Managing the Internal Audit Activity appear to be written specifically with a chief audit executive (CAE) audience in mind.

The apparent disconnect begs the question, “Whose job is conformance anyway?”

I’m pleased to see that the newly revised Standards, which went into effect Jan. 1, 2013, includes one key piece of additional information that will make conformance that much easier: an introductory paragraph that provides clarification on who is responsible for conformance. The paragraph states:

“The Standards apply to individual internal auditors and internal audit activities. All internal auditors are accountable for conforming with the Standards related to individual objectivity, proficiency, and due professional care. In addition, internal auditors are accountable for conforming with the Standards, which are relevant to the performance of their job responsibilities. Chief audit executives are accountable for overall conformance with the Standards.”

This addition highlights the fact that the Standards applies both to individual auditors and the audit activity, or audit department.

The new paragraph clarifies that as individual professionals, we are all responsible for conforming with the Standards by maintaining an impartial, unbiased attitude and avoiding conflicts of interest, by possessing the knowledge and competencies to do our jobs effectively, and by applying the care and skill expected of a prudent and competent audit professional. We also must abide by those standards relevant to the performance of our job responsibilities, such as those on engagement planning, performing the engagement, and communicating results.

So, what is the CAE responsible for? The final sentence in that new introductory paragraph explains that, as the head of the internal audit activity, the CAE is accountable for overall conformance with the Standards. There are a number of standards that pertain to managing the internal audit activity, ensuring that internal audit has a charter, and ensuring that the audit activity maintains a quality assurance and improvement program and undergoes an external quality assessment at least once every five years. More CAEs recognize that the cost of non-conformance is higher than the cost of an external quality assessment. It’s the CAE’s responsibility to conform with those standards.

Ultimately, Standards conformance enhances the reliability of internal audit’s work and the stature of our profession. It’s critical that we all value the Standards, recognize which standards we’re individually and collectively responsible for upholding, and strive for conformance. I encourage you to take the time to review the Standards revisions. When you do, I’m confident it will become apparent to you whose job it is to conform with the Standards: Everyone’s.

For other blogs by IIA President & CEO go to www.theiia.org
Quality Assessment reviews required once every 5 years

IIA Canada Quality Services is your route to resources in establishing a strong and effective QAIP as well as an avenue for accomplishing an independent external quality assessment (EQA) at least once every five years as required by The IIA Standards for the Professional Practice of Internal Auditing.

Internal assessments while beneficial cannot provide full objectivity, which is why external quality assessments are required. Build stakeholder confidence by documenting the IA activity’s commitment to quality and successful practices, as well as the internal audit team’s mind set for professionalism. An external quality assessment can also provide evidence to the board, management, and staff that The IIA activity understands the organization’s governance, risk management, and control processes.

IIA Canada has partnered with IIA Global HQ to offer external quality assessment services to organizations of all sizes. The QA team at IIA HQ will organize qualified audit professionals, including Canadian leaders when requested, to conduct an assessment using the approach that best suits the organization. The IIA uses the most up-to-date global methodology established for conducting these reviews aligned with the Standards. For more information on QA’s offered by The IIA please contact Quality Services at quality@theiia.org.

Attention CA*CIAs

The Canadian Institute of Chartered Accountants has decided to discontinue its current specialization “Dot” model, and is terminating its accreditation agreement with The IIA. However, the two organizations will maintain working relationships and will look for opportunities to partner where it’s feasible.

The changes to the program will go into effect in August or September 2013. It will involve removing the * from your designation, and using a comma to separate the designations. As The IIA’s data base system only recognizes IIA designations, it will not affect your records with The IIA.

CIA & CRMA

More Than 500 IIA Canada Members Certified in CRMA!

Over 500 Canadians have received their Certification in Risk Management Assurance (CRMA) through The IIA’s Professional Experience Recognition (PER) program with an estimated 500 more pending approval. Canada has the third highest number of CRMAs trailing the US and China. The application period for the PER program closed December 31, 2012, but you may begin registering for the new CRMA exam May 1, 2013 and begin taking the exam on July 1, 2013.

It’s a good time to be an internal auditor. A compensation study conducted by The IIA in late 2012 reveals that 83 percent of participating organizations in Canada gave raises to all their internal auditors in 2012 - a five-year high in this country, and up from 56 percent in 2010. Specialized skills and certifications are among the factors yielding the higher salaries for internal auditors. The researchers noted that Canadian practitioners with the CIA designation earned significantly higher medium incomes than their non-certified counterparts.

Document Upload Portal

The IIA’s Global Certifications department has just launched a new Document Upload Portal for use by certified individuals and certification candidates when submitting documents to accompany a certification application.

Forms such as proof of education, character reference, and experience verification are to be submitted through this Portal effective immediately. To learn more about the Document Upload Portal visit the certifications section on The IIA’s website at www.theiia.org.
Our Events – A Closer Look

Exciting Training Opportunities coming to your Area

In partnership with our chapters, The Canadian Board has organized three training weeks in May and June to offer continuing professional development for our members throughout Canada. In response to comments from you, this year the seminar rates have been decreased, and you can choose from a wide variety of two, three or four day courses. In addition to the spring events listed below, a training week is planned for Victoria in the fall.

**OTTAWA ➤ May 7-10**

**OUR OTTAWA EVENT INCLUDES:**
- May 7-10 — Communication Skills for Auditors
- May 7-8 — Corporate Governance: Strategies for Internal Audit
- May 7-9 — Skills for the New Internal Auditor
- May 9-10 — Developing Continuous Auditing Methods and Processes without a Large IT Investment
- May 7-9 — CGAP Exam Preparation
- May 10 — Data Analysis for Internal Auditors

**OTTAWA ➤ May 9-10**

**AUDIT LEADERSHIP EVENT**

The challenges continue to evolve for audit leaders to remain relevant and deliver value to their stakeholders. IIA Canada’s National Education Committee hosts a semi annual day and half Audit Leadership Event to bring CAEs and Audit leaders together from across Canada.

The programs balance the core leadership competencies such as communication, teamwork and change management and specialty audit knowledge and methodology. This is an opportunity to hear from industry experts on various topics affecting the success our Canadian Audit leaders such as risk management, IT, and developing relationships with the Audit committee.

Our Audit Leadership events always bring together a unique group of stakeholder, board, management and auditors. Focusing on how we, as professionals in Internal Audit, keep aligned with expectations of the board; our relevancy to the businesses we serve; our involvement in the overall strategy of business and if we are being strategic enough in our roles.

**REGINA ➤ May 21-24**

To improve overall operations, most organizations have initiated various attempts to analyzing and evaluating their existing processes. Regina’s training week draws from the collective wisdom of organizations and leading professionals who will be covering the following topics:
- May 21-24 — Audit Manager Tools and Techniques
- May 21-22 — Best Practices in Internal Audit
- May 21-22 — Small Audit Shop: Doing more with less
- May 23-24 — Risk based Auditing: A Value Add Proposition
- May 23-24 — Evaluating organization Ethics
- May 22 or 23 — Data Analysis for Internal Auditors

**ST. JOHNS ➤ June 17-20 2013**

At the core of any organization are the processes that make up the work accomplished by that organization, and our St Johns training week covers some of the key tools required to operate more efficiently. The following courses will be covered during training week:
- June 17-20 — Auditor in Charge: Tools N’ techniques
- June 17-18 — Analyzing and Improving Business Processes
- June 17-18 — Contract Auditing and Other Legal Issues Affecting Internal Auditors
- June 19-20 — Audit Report Writing

**WEBINARS**

April 9, 2013  IIA Canada Webinar: Data Analytics and Continuous Control Monitoring

May 14, 2013  IIA Canada Webinar: Information Technology and Information Management Audit

June 11, 2013  IIA Canada Webinar: Business Continuity Management

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Internal Audit: Forging Ahead in Canada

With the evolution of IIA Canada as a professional body in Canada, the outlook for advancing the internal audit profession in the nation looks promising.

By Lal Balkaran, CIA, FCGA, FCMA, CGMA

Within the last two decades, spectacular corporate collapses, the 2008 financial crisis, regulatory initiatives, and the changing attitudes of board members have prompted many organizations to increase their focus on risk management, corporate governance, and control. In Canada alone, companies such as Bre-X, Confederation Life, YBM, Nortel Networks, and recently Sino-Forest did not escape risk and corporate governance failures and the ensuing financial meltdowns which resulted in $ billions in stakeholders’ losses. [Author’s note: Sino-Forest is not yet defunct]. Between the events of the recent past and the economic uncertainty of the future, today’s businesses are challenged with how to increase shareholder value, reduce costs, boost revenues, and protect their reputations in this challenging business landscape. The need for a strong internal audit function has never been so important as more than ever, internal audit is integral to a company’s control environment.

After all, it is the internal audit function that is one of the board’s most powerful mechanisms for understanding the full spectrum of the key risks facing the company, and monitoring the effectiveness of related controls and risk management processes.

University Offerings
The value of internal auditing and related programs of studies at some key Canadian universities is gaining momentum. The University of Laval and the University of Waterloo have approved internal audit education programs; the School of Continuing Studies at the University of Toronto has a Certificate of Internal Auditing program; York University and Mount Royal University offer CIA preparation courses.

Advancing the Profession
IIA Canada has worked to advance the internal audit profession in Canada, communicating the importance of internal auditing as a key corporate governance underpinning. The Institute’s efforts have played a part in the following advancements:

INDEPENDENCE — The misconception of internal auditing as an arm of accounting has almost disappeared. In many organizations, the internal audit activity enjoys considerable autonomy and a functional reporting relationship to the audit committee, rather than to the corporate finance function.

STANDARDS — More internal audit activities in Canada are in conformance with the International Standards for the Professional Practice of Internal Auditing, part of

Internal Audit in Public Companies
Although publicly traded companies listed on Canadian stock exchanges do not require an internal audit activity (as the New York Stock Exchange does in the United States), many Canadian organizations still adopt some elements of an internal audit activity to beef up their corporate governance.

The IIA’s International Professional Practices Framework (IPPF). This includes the requirement to maintain a quality assurance and improvement program and undergo an external quality assessment at least once every five years.

MEMBERSHIP — IIA membership in Canada has grown, signifying that internal auditors are recognizing the importance of professionalism and taking advantage of The IIA’s guidance, training, and other resources — including the annual IIA Canadian Conference, now in its sixth year.

EDUCATION — Internal audit education has blossomed, with a number of Canadian universities offering courses on internal audit, risk management, and corporate governance (McGill, York, Simon Fraser, and the University of Alberta, for instance).

CERTIFICATION — More internal auditors are pursuing one or more of The IIA’s five certification programs: Certified Internal Auditor (CIA), Certified Government Auditing Professional (CGAP), Certified Financial Services Auditor (CFSA), Certification in Control Self-Assessment (CCSA), and Certification in Risk Management Assurance (CRMA). Over 500 Canadians achieved their CRMA through the recent Professional Experience Recognition program, giving Canada the third largest number of CRMAs in the world.

Achieving a Common Goal
A number of specific initiatives have changed the risk and corporate governance landscape in Canada over the past few years, including the formation of the following groups:

› Canadian Coalition for Good Governance. This coalition was formed to promote good governance practices in the companies owned by the group’s membership, which are members of the S&P/TSX Composite Index. Coalition members assert that good governance practices contribute to a company’s ability to create value for its shareholders.

› Canadian Public Accountability Board. The Canadian Institute of Chartered Accountants, the Canadian Securities Administrators, and the Office of the Superintendent of Financial Institutions co-created this
Advocacy in Canada

By Tony Malfara, Partner Risk Consulting Services, KPMG

Over the last term we have been working closely with the Ottawa Chapter and interacting with government stakeholders to develop, design and produce a statement on the value brought by the Internal Audit profession to the public sector. As we know, having a strong internal audit community is key to the federal government given the new risks emerging in the current downsizing environment. These risks create challenges for agencies and departments and consequences for internal auditors. Given these overall risks and implications for the government, it is critical that internal audit play a role in assisting the government of Canada to mitigate these risks. By including DRAP considerations we pointed out to them that the IA function will maximize its contribution through timely and cost effective recommendations.

We will continue to work closely with our Ottawa Chapter to create programs, seminars or training events created specifically for DRAP Specific projects, risk assessment and implementation audits.

In the 2011 Status Report of the Office of the Auditor General, the government stated it has strengthened its internal audit capacity since 2004. Key results included strong management support, and the appreciation of the internal audit role; positive impact of departmental audit committees; and, alignment between risk based audit plans and key risks for organizations. The 5 year internal audit report done by the Controller General also concluded that Deputy Heads are confident in the assurance provided by internal audit and provided by audit committees.

The success of the internal audit profession and its members is very much reliant on a community of stakeholders who understand the value of internal audit as an independent assessor of risk. Our value to our members is very much dependent on our ability to create a clear and consistent understanding of the value internal auditors can bring to their organizations.

While we are working closely with the Ottawa Chapter to develop a greater awareness of internal audit’s value within the Federal Government, this is but one stakeholder that the IIA needs to build stronger awareness of the profession.

Additionally, we have to commence a similar journey with the provincial governments to create a strong linkage and value proposition for internal audit within those organizations.

With OSFI placing increased reliance and consequently scrutiny on the internal audit profession, the timing is now to create a strong working relationship between the regulator and the IIA. The move to requiring greater effectiveness from internal audit creates challenges, but is a tremendous opportunity for increasing internal audit’s value for organizations within the financial sector industry. Perhaps a beacon of things to come in other industries.

Lastly, the body of professionals that should rely the greatest on the profession is Board and Audit Committee members. A consistent and all inclusive requirement for internal auditing to be the independent and objective provider of assurance in an organization for management and the board is critical in setting the tone and provides auditors with a high likelihood of bringing consistent value thru identifying risk in the organizations they work for.

Forging Ahead

IIA Canada is on the right track. It is advocating the value of internal audit and pro-actively addressing issues impacting the profession. In addition to coordinating research, guidance, and national training, IIA Canada is giving those universities thinking of introducing approved internal audit courses, the tools they need to educate the next generation of internal auditors. This is futurist thinking indeed.

Within this context, IIA Canada has some key objectives which will increase its membership and enhance the profession in Canada through the following:

- Deliver enhanced services to members, including a training platform, quality assurance reviews, and partnership opportunities with chapters across the country;
- Build relationships with government, regulators, and key organizations to promote and enhance the stature of internal auditing;
- Enhance interaction with and knowledge of members through direct communication, a more interactive website, and a bimonthly newsletter; and
- Develop a business model that sustains a Canadian presence in the global footprint of The IIA and the profession.

The internal audit landscape in Canada is on a positive move. With greater recognition in the right circles, an increasing push toward formalized internal audit education, and a successful IIA Canada, the profession will continue to contribute a great deal to Canada’s future success and image.

About the Author:
Lal Balkaran, CIA, FCGA, FCMA, CGMA, MBA is an internal audit consultant and an author. He is a frequent writer for the Internal Auditor magazine. He authored six reference books on business and seven on his native Guyana and is a 25-year IIA member. A Past President of IIA Toronto, he is the founder of IIA Guyana and the recipient of two IIA Canada awards: the 2010 Arthur J. Child’s Distinguished Service in Canada Award and the 2012 Contribution to the Profession Award.

federal agency, which oversees Canadian accounting firms that perform audit work.

- Global Risk Institute. The Toronto financial services sector and the federal and Ontario governments established this institute in 2010 to leverage the worldwide perception of Canada’s strong banking system, Toronto as a global financial centre, and Canadian banks’ good risk management practices. Its mandate is to become a global research and education leader in financial risk management.

These groupings recognized the key roles that risk and corporate governance play in protecting stakeholders’ interests and enhancing public confidence. Such thinking contributes positively to transparency and accountability and can only be good for the public as a whole. No doubt, internal audit practitioners may want to leverage the output of these organizations to effectively discharge their own mandate to contribute to organizational success.

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IIA Canada has 12 chapters across Canada that serve all our members. Each issue will highlight our chapters and tell you about the things they are doing in their efforts to better serve you.

Toronto – In Toronto (GTA), with more than 2,600 members, it can be quite costly and non-eco friendly to host training events. This past year we held over 30 training events, which drew over 1,100 participants and offered 4,800+ hours of CPEs. This generated a lot of paper and was logistically taxing on a chapter based on volunteers. To better serve our members and reduce costs and waste, the Toronto Chapter worked with a new Canadian event registration provider that better suited our overall registration needs. This streamlined the overall member experience online and decreased the overall back office reporting for the Chapter. In addition, through this new system, we initiated an online post survey function, which did away with the paper surveys and reduced a great deal of time in the tabulation of the results of each event. These automated surveys are emailed to each attendee and can be filled out quickly. We also did away with the pre-printed CPE certificates. The certificates are now automatically emailed to each attendee after confirmation of attendance at each event.

At the end of the day, we have been able to speed up online registration and check-in time at the event, reduced waste and have saved thousands of dollars each year. These time and money savings can now be used for other projects that better serve our IIA Toronto members.

Increasing Value to Members

Beginning in 2013, The IIA has instituted an annual reporting fee for all IIA designations. The reporting fee for the Certified Internal Auditor designation will be US $50 and all other designations will be US $25. IIA members submitting the proper documentation, however, will have this fee included as a membership benefit in 2013.

Also in 2013, IIA Inc. will be launching online renewals through our client management system, enabling you to renew your membership by clicking a link in an e-mail. This enhancement will simplify renewal for our members. As you supported in our Institute business case, an average increase of approximately nine percent in dues will apply across all membership types, effective with your 2013 renewal.

As an added value to members, IIA Canada will be providing free webinars starting in September 2013. Take advantage of these monthly call-ins to gain new perspectives and help meet your CPE requirements for 2013.

Please note that we are working with IIA Global in implementing an e-commerce platform for IIA Canada that will enable Canadian members to pay for all services, including membership, in Canadian dollars. We will keep you informed as this initiative progresses.

IIA Canada Activity Highlights

The IIA Canada Board is continuing to raise the visibility and impact of a true Canadian institute. Below are few things to look forward to in 2013:

➤ Efforts are well underway to develop the National Education Strategy. The goal of this initiative is to develop the medium to long term plan and priorities for the delivery of Canadian-oriented education services to our members.

➤ In the last year, the Universities of Waterloo and Laval have been accredited by The IIA for curricula in internal auditing and we are excited to report that serious discussions are progressing with a third university.

➤ Advocacy efforts are underway with Corporate Directors and Chief Executive Officer Communities through the Directors’ College and the Institute of Corporate Directors.

INTERNATIONAL NEWS

2015 IIA International Conference in VANCOUVER

On November 8 - 10, 1942, The IIA held its first annual conference in New York City. Since then, this world-class event has been held annually around the world and attracts over 2,500 attendees. Vancouver was chosen as the 2015 venue! The IIA’s International Conferences showcase the best the profession has to offer and provide participants from around the world with an understanding of the latest developments in internal auditing. The last time the international conference was held in Canada was in Montreal in 1999. Plan now to attend this signature event in Vancouver in July 2015.
WHAT CAN IIA ON-SITE TRAINING DO FOR YOU?

The list is long, but here are some highlights. Training is customized to you.

Your organization reaps the rewards financially.

What is the mix of our membership
Canada is a mixed demographic of membership with approximately 40 percent of its 7,502 members working in the public sector at federal, provincial and municipal levels. We also have approximately 16 percent for whom their native language is French. Approximately 30 percent of our members hold IIA certifications with the most common being the CIA. We are well positioned to more effectively serve our broader membership including specific focus on the public sector auditors and our French-speaking members here in Canada.

What are the top 3 to 5 priorities in 2013 for IIA Canada?
1) Resourcing – Hiring a full time chief operations officer. Completing our strategic business plan including the development of our long term education strategy
2) Offering professional development opportunities to our members through a combination of seminars, webinars and conferences, with a focus on developing Canadian content.
3) Raising the visibility of IIA Canada. The Institute is not seen today as the authoritative voice of matters relating to governance, risk and control. Advocacy to Canada’s regulatory bodies, federal and provincial government, governance and oversight bodies including Corporate Directors will continue to be a priority for IIA Canada to raise awareness of our profession in Canada.
4) Improving communication by our Board to Canada’s representatives on both International and North American committees, Chapter presidents and members.

What does membership in IIA mean for you?
I have always valued my membership in the IIA as it is the governing body for the profession within which I have spent the majority of my career. I rely on The IIA for professional standards to ensure the professionalism of my audit department, for professional certifications to verify my own professionalism, for quality educational seminars, conferences and webinars, informative newsletter articles, informative data analytics on trends in the profession and of course networking opportunities with internal auditors and chief audit executives.

How can members get involved?
The best way to get involved is beginning at your local Chapter level. There is always a need for volunteers and this can be a great way to gain experience and leadership skills that will complement your technical expertise at work. For example, you have the opportunity to lead professional seminar events, organize seminars, prepare newsletters, write articles, speak publicly, or participate on a chapter board. Once you gain experience at the chapter level, there are further opportunities to serve with the national Institute, or on North American and International committees.

ONSITE TRAINING

Your IIA on-site training course will be customized to accommodate your needs and specifications. It is because of this we can proudly say no two clients will ever experience the same course the same way.

Your customized training will be delivered by a highly-skilled audit professional who is also a talented facilitator. All of our facilitators draw upon personal knowledge and experience to make the learning “real” and produce more meaningful outcomes for your organization.

IIA Canada has partnered with IIA Global Headquarters to deliver on-site training using the platform that best suits your needs. Perhaps a live classroom is your preference, but remote staff need a virtual delivery. We can accommodate you so that your staff can benefit from training, regardless of their location.

Factor in the cost of multiple registrations and you generally save money with a class of five or more participants. Plus, eliminate staff travel time and cost when you let us come to you.

Contact IIA Onsite Training services by email GetTraining@theiia.org or call 1-407-937-1388 for more information.

What can IIA Canada do to lead the way for Internal Auditing within Canada?
We need to spend more time advocating with and educating governing bodies on the role of internal auditing and claiming our space in the governance realm.

Advocacy – Who are we working with, and what results are expected?
We are working with regulators and directors to help them recognize the value of internal auditing in organizations and leverage the full potential of internal audit departments. We hope that over time the bar will be raised for internal auditors and that all audit committees will require their internal audit departments to have external quality assessment reviews to demonstrate conformance with The IIA’s professional standards.

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6th Annual IIA National Conference

This September, we will have the honour of welcoming the internal auditing profession to Canada’s 6th Annual IIA National Conference. We are very excited that the 2013 conference is set to be held in the city of Winnipeg — the Heart of our Continent.

Winnipeg is a vibrant and diverse city, with a story to tell on how it continues to be transformed, drawing strength from a vast array of arts, culture and entertainment. Winnipeg is home to one of the largest communities of French Canadians west of the Great Lakes, in addition to an international cultural make-up, this cosmopolitan city with flare boasts globally inspired cuisine, cultural festivals, many one-of-a-kind shops and trendy boutiques, and the opportunity to catch the NHL’s Winnipeg Jets or CFL’s Winnipeg Blue Bombers in action!

“Be here and be transformed” is a fitting conference theme not only for this city but also for our progressive and dynamic internal audit profession.

CONFERENCE HIGHLIGHTS:
• Educational tracks on the profession’s hottest topics and national trends
• Impressive keynote speakers and experienced concurrent session speakers
• French translation of one session in each time slot
• Networking opportunities
• A hands-on exhibit hall
• Welcome Reception at the Manitoba Museum featuring local delicacies
• Gala Event featuring live talent from Folklorama and ethnic dishes that highlight Manitoba’s diversity
• Anticipated Attendance: 350 - 500 Attendees
• Conference Venue: The Fairmont Winnipeg

Key Note Speakers:

**LLOYD AXWORTHY** – President and Vice-Chancellor of The University of Winnipeg, served as Canada’s Minister of Foreign Affairs from 1996-2000. In the Foreign Affairs portfolio, Minister Axworthy became internationally known for his advancement of the human security concept, in particular, the Ottawa Treaty — a landmark global treaty banning anti-personnel landmines. He has served on the boards of the MacArthur Foundation, Human Rights Watch, STARS, the Canadian Landmines Foundation and the University of the Arctic, the Conference Board of Canada among others.

**ADIL BUHARIWALLA** – has been employed with Emirates Group in Dubai for the past 26 years, and is at present, Vice President Internal Audit. He is a member on the Committee of Research & Education Advisors of The Institute of Internal Auditors. He is a founding member of IIA Dubai Chapter and was the President of the Dubai Chapter of The Institute of Internal Auditors (IIA) during 1998-99. He has been actively involved in promoting the profession of internal auditing as well as the CIA examination in the UAE, Gulf and Middle East.

**CARMAN LAPointe** – Ms. Carman L. Lapointe of Canada was appointed as Under-Secretary-General for Internal Oversight Services of the United Nations for a five-year term starting on 14 September 2010. Prior to this appointment, she was director of the Office of Audit and Oversight at the International Fund for Agricultural Development in Rome, and from 2004 to 2009, she was the Auditor General of the World Bank Group. A Canadian national born in Virden, Manitoba, Ms. Lapointe is a graduate of the Financial Management Program in Internal Auditing from Algonquin College in Ottawa and is a Certified Internal Auditor, a Certified Fraud Examiner and holds a Business Ethics Certificate from Colorado State University and a Certification in Control Self-Assessment.

**Transformational Leadership** – Since 2004, The University of Winnipeg has undergone a dramatic transformation. Over the past eight years, an enormous effort has been made to reset the archaic understanding of a small, but growing, urban campus into an educational institution that is open and reflective of the social and economic realities that surround it. Located in downtown Winnipeg, the University campus is surrounded by neighbourhoods struggling with poverty, social exclusion, and low rates of high school graduation. Dr. Axworthy will reflect on the process of building a strong team of leaders to undertake such a project, and the importance of having a strong vision for achieving success.”

**Rising to the Transformation Challenge:**

Which way is up?

As organizations transform operating models just to survive the reality of a global economy in crisis, expectations of internal oversight functions are high.

Are we up to it?

Whether private or public sector, NGO or non-profit, all organizations are feeling the crush of fiscal constraints. Every angle is being painstakingly explored, every corner cut, every excess curtailed, as efforts intensify to ride out the wave and live to tell the tale.

In such challenging times, the control environment — the foundation that can make or break the end game — becomes fragile.

**Anything can happen...**

Internal auditors must focus more than ever on critical risks and opportunities, delivering high-impact results.
that truly make the difference between surviving and thriving in the long run. And, by the way, we’ll be doing it with less, meaning that we also need to lead by example in transforming the way we conduct our own affairs.

This session will outline the challenges faced by the United Nations Office of Internal Oversight in transforming its operations.

**PAUL SOBEL** – Paul Sobel is Vice President/Chief Audit Executive for Georgia-Pacific, LLC, a privately owned forest and consumer products company based in Atlanta, GA. He previously served as the Chief Audit Executive for three public companies: Mirant Corporation, an energy company based in Atlanta, GA.; Aquila, Inc., an energy company based in Kansas City, MO.; and Harcourt General’s publishing operations based in Orlando, FL. His responsibilities included leading the global internal audit efforts at these companies, as well as consulting on each company’s ERM, compliance and internal controls programs. He has also served as International Audit Manager for PepsiCo, Senior Manager in Arthur Andersen’s Business Risk Consulting practice, and Experienced Manager in Arthur Andersen’s Financial Statement Assurance practice.

**The Future of the Internal Audit Profession** – During this presentation Mr. Sobel will focus on his theme as IIA’s Chairman of the Board. While the official theme has not yet been announced, he plans to provide perspectives and insights on where the profession of internal auditing is headed and how individuals can best prepare to be an integral part of that future.

The Trade Show portion of the conference will be a chance to meet with varied experts and to experiment with new tools and systems that can increase your productivity. Enjoy networking with colleagues from across the country throughout the conference, and you can expect to have fun, memorable experiences at both the Welcome Reception and our Gala night.

Registration fees are as follows:

**IIA MEMBERS**

**National Conference:**
- Early Bird (before April 30th) $1,100
- Regular $1,300
- Late (Sept. 16th to On site) $1,400

**Pre-Conference Workshop:**
- Early Bird (before April 30th) $175
- Early Bird (before April 30th) $225

**Audit Leadership:**
- Early Bird (before April 30th) $275
- Regular (May 1st to Sept. 15th) $350

**NON-MEMBERS**

- Flat Rate (no discounts) $1,500

**Registration Fees Include:**

**National Conference:** access to general and concurrent sessions, Welcome Reception, 3 breakfasts, 2 lunches, 5 coffee breaks and the Gala Awards Dinner.

**ALE:** access to the Audit Leadership Event including ALE lunch.

**Trust that it will be an experience you won’t soon forget. Register, online at www.iiacanadanationalconference.com**
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DID YOU KNOW?

1 Canadian membership as of December 31 was 7493, a 13% increase over 2011.

2 Canada ranks 3rd in the world for the number of CRMA certified members.

3 The first IIA Canadian Chapter was established in Toronto in 1944, three years after the IIA was founded.

4 The 2015 International Conference in Vancouver will be the first time ever the Conference will be held in Western Canada.

Founding Members

IIA Canada and the Canadian Board thanks all those who donated to our Founding Member Program, with contributions totaling $35,000.

Because of your generous donations, we are well on our way to becoming a sustainable institute. We will continue to promote our Founding Member Program and for those who would like to make a donation, please contact our office at 613-225-6060 ext. 222.

Again, we thank the following members for their generosity:

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For more information on IIA Canada’s 2013 Sponsorship Program please contact Shannon Rose at shannon.rose@theiia.org