Breaches of Confidentiality

Confidentiality is one of the most important attributes of an Internal Auditor, especially where audits and/or investigations are concerned. Auditors should avoid the mistake of sending confidential documentation to external parties, whether intentional or in error. Additionally, information obtained during audit investigations or otherwise should never be disclosed “without appropriate authority unless there is a legal or professional obligation to do so”. Not only is confidentiality breached in doing such, but all the other Ethical Codes – Competency, Objectivity, and Integrity. The actions of the auditor may in turn be questioned by Management and other employees.

The role of Internal Auditors in Governance is to promote appropriate ethics and values within an Organization. The objective of Internal Audit is to help management accomplish its objectives and to take advantage of opportunities that might be missed. To be successful in this mission, Management must retain confidence in the work and integrity of the Internal Audit Department.

In the article “7 Deadly Internal Audit Sins”, it is stated that “everyone makes mistakes, but some should be avoided at all costs. Also, that the most carefully planned internal audit career can come crashing down in a moment over a serious mistake, by failing to live up to the core principles for the professional practice of internal auditing, and an Internal Auditor may never recover.”

The Internal Audit activity may face scrutiny from time to time, but the integrity and confidentiality of the Internal Auditor should never be questioned.

Carla Matthews-Dottin
Internal Auditor
1) **How long have you been in the Internal Audit profession?**

At the risk of sounding like an antique, I actually started off my career as an external Auditor way back in the mid 90’s at a big 4 firm. After which I moved into a couple Accounting roles, then got into Banking for a few years. I returned to Auditing around 2004, but this time switched to Internal Auditing as opposed to my previous stint in External Auditing, and I’ve been in various Internal Auditing roles ever since.

2) **What is the best advice you were given in your career?**

The advice which has resonated with me throughout the years came from a publicised speech given by Coca Cola’s former CEO Brian Dyan at the 172nd commencement of the Georgia Tech Institute in 1991.

> “Imagine life as a game in which you are juggling some five balls in the air. You name them work, family, health, friends and spirit. And you’re keeping all of these in the air.

You will soon understand that work is a rubber ball. If you drop it, it will bounce back. But the other four balls – family, health, friends and spirit – are made of glass. If you drop one of these, they will be irrevocably scuffed, marked, nicked, damaged or even shattered. They will never be the same. You must understand that and strive for balance in your life.”

3) **In your opinion, what are the top three attributes of a CAE?**

At a minimum the CAE should be the Chief Cheerleader for upholding the four principles of Internal Auditing: Integrity, Objectivity, Confidentiality and Competency. Whilst all four principles are important, I think **Integrity** stands out as one of my top 3 attributes. Simply put, this is doing the right thing, even when there’s nobody looking. The CEA must lead by example in this respect. This must be seen, not only by the Internal Audit Team but throughout the organization, as Integrity provides the Board, Executive Management and the wider organization confidence that the Internal Audit Activity will provide independent and objective assurance that risk, governance and control processes are working as intended and facilitate the achievement of objectives. I also believe that integrity and trust are the first steps in achieving trusted advisor status to Executive Management and the Board.

But beyond this the CAE must be a good leader and a **great communicator**. The sheer nature of the work that IA does can attract defensiveness and resistance from Management, as in many instances findings can be construed as criticism. Hence the CAE must understand this, and be able to eloquently present issues in manner that will foster engagement and enthusiasm from Management in owning issues and working with IA to agree on the best actions to resolve them.

**Genuine Empathy!** One might be surprised that this is included here, but far too often Leaders forget that their teams comprise of people with families, emotions and various challenges. To empathise is to listen and put oneself in someone else’s shoes and treat people the way you would like to be treated. In many instances people just need an ear and to know that you genuinely care. Further to this, where possible, Leaders should work hard to alleviate some of these problems.
4) What was one of your most rewarding/fulfilling moments as a CAE/in your career?

The positive impact of each and every implemented recommendation is uniquely rewarding for me, but if I’m to highlight one specific moment, I would say it came after championing the implementation of an ERM framework in which there was much push back and complaints from Management which ranged from “why do we need to do ERM, we already know our risks,” “this is too much work, we need more resources”, some even categorically stated “this is waste of my time” etc. This went on for several frustrating months until one morning I received a call from a Divisional Director, who surprisingly and gratefully explained how a significant operational risk in her division, which could have affected the entire customer base, was averted due to risk mitigation actions taken as per the risk register developed through the ERM implementation process.

Small, seemingly insignificant moments like these are pivotal and enormously fulfilling for me. Being an Auditor, it is a bit tougher to see or quantify your impact on the organization as opposed to a Sales Agent or Production Manager who can easily quantify their contributions via sales numbers or units produced. The work of Internal Auditors has more of an indirect impact on the organization, so we as Auditors ought to celebrate moments where our internal control recommendations may have reduced costly employee errors, where our fraud investigation findings stopped leakages or saved the company from asset misappropriation, or where our recommendations ultimately resulted in more efficient processes in a business unit, or where our advice would have eventually benefited the entity financially or otherwise.

Biography of CAE – Kevin Padmore

Mr. Kevin Padmore is the holder of an Honors degree from the University of the West Indies and is an ACCA qualified Fellow Chartered Accountant. He also retains a number of accreditations including:

1) Certified Internal Auditor (CIA) with the Institute of Internal Auditors
2) Audit Committee Certified through the Caribbean Governance Training Institute (CGTI) and
3) Chartered Director through Caribbean Governance Training Institute (CGTI).

Kevin began his career as an Insurance Officer at the Office of the Supervisor of Insurance in the Ministry of Finance.

He then gained invaluable experience working at PWC, in the Advisory and Business Services division, conducting external audits on a wide range of clients from various sectors.

Since then Kevin has spent almost 20 twenty years managing or leading, local and regional Internal Audit, Compliance, Accounting, Business Development and Loan Origination departments at a handful of organizations in the Caribbean.

Kevin currently hold the position of Caribbean Airlines Limited’s (CAL) Executive Manager, Internal Audit. A position that he has held since joining the Airline in 2016.
The IIATT hosted its 4th Chapter Meeting for 2019 on Tuesday 19th November 2019 at the Arthur Lok Jack GSB. The event was opened by the IIATT’s President, Ms. Daniella Williams who also shared the bio of the facilitator with the attendees.

The facilitator, Ms. Rawati Heeraman, is a Data Visualizer: Creator of “Aha!” moments using data at INCUS Services, presented the following topics:

Data Analytics:
- Introduction to Data Analytics
- Why is Analytics Important to Auditors
- Key Elements, Attributes, Challenges
- Deploying the Data Analytics Process
- Data Analytic Tools
- Roles and Responsibilities and
- Applications for Internal Audit.

The facilitator and presentation were well received with a wide range of topics being discussed with a focus on the role of the internal audit function and the support that could be achieved by using Data Analytics to provide stakeholders with relevant information for decision making, planning and change management.

Submitted by:
Khyam Abdulah
VP Professional Development
2019 Annual Christmas Cocktail

The IIATT celebrated its Annual Christmas Cocktail on Thursday, December 5th, 2019 at Toppers Restaurant & Bar, Grand Bazaar. In attendance were the Chapter’s members. There was a large turnout which was enjoyed by all.

We also recognized members who were newly certified for the period January to December 2019.

Here are some highlights of the events.
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1) 1st Chapter Meeting for 2020  TBA

2) IIATT Training Week for 2020  TBA

Professional Centre, Rooms B301/302
#11-13 Fitz Blackman Drive, Wrightson Road Ext.
Port of Spain, Trinidad

Phone: (868) 625-5558  Fax: (868) 623-4560  Mobile: (868) 769-1671

Email: iiatt@flowtrinidad.net  /  theiiatt01@gmail.com

Website: http://chapters.theiia.org/trinidad-and-tobago/Pages/default.aspx

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