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Mountains of Change – Oceans of Opportunity

In preparing for our July luncheon with Nicola Rimmer, a speaker at this years IIA International Conference in Vancouver, I was asked by our Programs Chair Sonia Vicente to give a quick recap of the key messages expressed at the conference. For those unable to attend the conference, or the luncheon, here’s what I saw and heard.

From a statistics perspective, over 2000 delegates from over 180 different countries attended 76 general and concurrent sessions covering 8 education tracks, and offering somewhere around 20 CPE’s.

Numbers aside, the whole conference seemed to deliver on the key message that was the tagline for the conference - Mountains of Change, Oceans of Opportunity.

Former Whitehouse CIO, Theresa Payton spoke of the rapidly evolving and ever changing cyber security threats. Nejolla Korris spoke on the emerging threats of Social Networking and Social Engineering. She showed us just how quickly an identity can be stolen.

Board and Audit Committee members Dr. Claudelle Von Eck and Jo Mark Zurel talked about the ever changing landscape that keeps boards awake at night. Not surprisingly cybersecurity ranks high. They also spoke of the high and changing expectations that the board has of Internal Audit to not only give assurance, but to provide strategic value and advisory guidance to help board members understand the risks.

They also spoke of the courage that the internal auditor needs to raise flags and bring up issues that perhaps management is not well expressing, and they understand the environment of trust that is a challenge to create between the CAE and the Audit Committee.
Board members are challenged in their roles. They have stakeholders to support, and an environment where boards of directors are increasingly being held financially and legally liable for companies that they may have be perceived to have failed to properly govern. Held liable for things they never knew was happening.

They spoke of a not too distant future when Internal Auditors might be held financially and legally liable for failures in governance and oversight of the organizations they serve.

This is where the word courage keeps coming back in – looking to Internal Audit to have the courage, like Cynthia Cooper did at World Com, to do the right, ethical things when the time comes, even though those actions will undoubtedly impact the Internal Auditor, perhaps their family, friends and community.

Internal Auditors are not seen as experts in the business of the organization, but we are seen as having the greatest general reach across the organization. We are seen as the experts on risk, control, effectiveness, efficiency, and in many cases, we are the primary line of defense against fraud.

And our first Keynote speaker, Astronaut Chris Hadfield, told us about his 30 year goal to reach space. He told us about sitting on the launch pad knowing that in 15 minutes, he would be in space or he would be dead. He spoke of always looking for the next thing trying to kill him. His mantra was to be competent in every possible thing that he could. I would suggest astronauts are very deep thinkers when it comes to risk assessments, practicing for every eventuality, and being prepared to react to the things that were not considered.

So the slogan Mountains of Change – As new Chairman of the Board of the IIA Larry Harrington suggested - is apropos in an ever changing risk landscape, and increasing and changing expectations of the Internal Audit community. Part of the challenge individual internal auditors will face is the need to change themselves by an ongoing investment in education and learning.

But with the mountains of change come Oceans of Opportunity.

Opportunity to become a trusted advisor. I know we hear that a lot and it’s hard to get to, but increasingly the board members are changing to this view and looking to us for really being that third line of defense.

Opportunity to show where internal audit brings value to the organization rather than being a cost centre. To become perceived as a competitive edge rather than destructive force.

The general statistic is that 5% of net income is lost to Fraud. John Hall, with over 40 years of experience in fraud said that’s actually high. In his experience its 1% to 2% but it is always, always present. If you have a 100 million portfolio, that’s 1-2 million a year walking out the door. If you could stop that, net income increases and…. didn’t you just pay for the audit function in savings. Does this turn Internal Audit into a competitive edge? For the company John spoke about, a 60 Billion dollar a year company, their adoption of an aggressive fraud program saved them 900 million a year.
Opportunities to also become an advisor to management, not a compliance cop. To be asked into situations to help guide and advise. To be asked to share our expertise in risks and controls, our experience in diverse areas of the industry, our objective, impartial, factual and competent assessment. Another goal many of us look for, but which may be difficult to sometimes attain.

So, Change, Opportunity, Courage to Act.

And lastly, we were all invited to stand and proclaim that we are proud to be Internal Auditors because we do important things for our stakeholders, because we are experts, and we hold to the values of integrity, objectivity, confidentiality, competence, and now courage.

Our president, Kelly Dorin, reaffirms all the time that he is Proud to be an Internal Auditor. Like Kelly, I actually am proud to be a part of the internal audit profession. I do believe we do good work, valuable work, and slowly but surely that will be recognized.

I hope you do too. If not, maybe head off to the international conference in New York in 2016 😊

Graham Tranter

Graham Tranter, CIA, CFE, CRMA, CISA, CCSA, PMP is currently a Senior IT/Internal Auditor, with a long history of risk management, project management and IT management, including the establishment of security and records management offices and programs. Graham is your Vice President, Newsletter Editor, and Programs Team member.

Fundamentals of IT Auditing Workshop - Deferred

As you know, we have been working with IIA Canada to see about bringing this course here to Victoria at an affordable rate. Unfortunately, it doesn’t look like this is going to happen this fall.

This is a new course for Canada and normally the providers like to hold it a few times in order to 'tweak' and test it and this has not yet occurred. Also, there is a need for an appropriate qualified facilitator and there are only a few certified IIA instructors in Canada that are also IT specialists.

We will continue to work with IIA Canada to see when we might be able to offer this course in the new year. Right now, they are suggesting sometime in the spring so perhaps around April or May.

We will check back with you, our members, to see when this could be best timed.
IIA Headquarter News and Announcements

IIA HQ provides free monthly webinars. Click here for upcoming sessions or follow the links below to register for IIA HQ or IIA Canada free webinars.

11-August-2015 The New IPPF: What to Expect
18-August-2015 Emerging Technology Audit Hot Tips.
13-October-2015 Board Oversight of Internal Audit – How to Maximize IA Value (IIAC)

Check back later to see when registration opens for these additional free webinars.

17-November-2015 Measuring IA Value and Performance (CBOK Report)

Click on AUDIT CHANNEL.tv above, relax and enjoy some quality and empowering TV, including:

The Framework for Internal Audit Effectiveness: Introducing
Changes in today’s business environment and the associated risks are only accelerating. Internal auditing requires commitment and a framework of clearly articulated principles, leading-practice standards, and timely guidance that not only acknowledge but also anticipate these changes. For internal audit to keep up with an ever-changing environment, learn how this new International Professional Practices Framework (IPPF) is evolving to effectively support the profession and meeting the many challenges ahead.

Invest in Yourself
Lawrence J. (Larry) Harrington is the 2015-16 IIA Global Chairman of the Board. As chairman, Harrington advocates for the internal audit profession worldwide. For his chairmanship, he has adopted the theme "Invest in Yourself."

Learn from the World: CBOK
Phase one of the 2015 Global Internal Audit Common Body of Knowledge (CBOK) is complete: the Practitioner Survey achieved tremendous global exposure and input. And now, the first report derived from the data, Driving Success in a Changing World: 10 Imperatives for Internal Audit, is available. So what’s next?
THIS MONTH’S FEATURE:

Just Released – Free Research Report Download

The first report from the 2015 Global Internal Audit Common Body of Knowledge (CBOK) Practitioner Study, *Driving Success in a Changing World: 10 Imperatives for Internal Audit*, is now available for free download.

Change in the business world is accelerating as the effects of globalization, advances in technology, and revolutions in geopolitical landscapes reach deeper into societies around the globe.

The report gives practitioners a fresh perspective on how to navigate today’s challenges. The 10 imperatives will help practitioners discover areas where they can grow professionally and increase their value to their organizations.

In this report, you will discover how respondents from seven global regions answered questions such as:

- Is your internal audit department aligned to your organization’s strategic plan?
- How frequently do you update your audit plan?
- Have you ever felt pressure to suppress or modify a valid audit finding or report?

Written by 2015–16 IIA Global Chairman Larry Harrington and award-winning business writer Arthur Piper, this initial report gives a high-level overview of the practice of internal auditing around the world with statistics and insights as to the reasons behind the numbers.

For a glimpse of the success of the first phase of this year’s study, watch a short video at [https://na.theiia.org/iiarf/Pages/Common-Body-of-Knowledge-CBOK.aspx](https://na.theiia.org/iiarf/Pages/Common-Body-of-Knowledge-CBOK.aspx)

Download your free copy today.
“The Managers in the Finance department were pleasantly surprised at the power and capacity of IDEA®, so much so that they explored using the tool. The software has created a reputation for itself within our organization and helped me to become more of a trusted advisor to the business, which is always my ultimate goal.”
Producing High Quality Work: Best Practices and Efficiency

I like to imagine auditors as similar to the forensic scientists on television shows like CSI. Then reality kicks in and I am brought back to earth; but not entirely. At the end of the day, auditors are risk and internal control scientists investigating the deepest root causes of control breakdowns and providing insights and recommendations to management.

So what enables an audit department to deliver consistently high quality work when other departments struggle?

To scale an internal audit department to cover the businesses key risks the Chief Audit Executive must be able to get average teams to produce high quality work. This is achieved by embedding excellence in the department's practices and procedures. While there are many facets to this excellence, this blog focuses on leveraging data analytics, making it standardized and repeatable, and aligning remediation to optimize business processes.

Best Practices in Audit Analytics

As businesses grow, so does the complexity of the processes along with expected audit coverage (Figure 1) and stakeholder expectations. The good news is, today's business processes have grown with technology, and with technology comes data to be analyzed and insights to be gained. There are tremendous efficiencies to be gained from the use of this data.

Source: IIA, Pulse of the Profession, Enhancing Value through Collaboration
Steps you can take to incorporate data driving best practices in your audit process:

1. **Collaboration and Automation:**
   Ensuring that analytics can be reused and reducing redundant or duplicated effort is a major cost saving and efficiency improvement. If 20 auditors are accessing, downloading and preparing the same data files for analysis imagine the efficiency that can be gained by streamlining this process. Being able to streamline the following has tremendous benefit:
   
   1. What data to request.
   2. What analytics to perform.
   3. The nuances of the data and how it reflects the business.
   
   Allowing auditors to share and reuse each other’s work will create an environment where the process is continuously improving, along with the results. Collaboration on data analytics may include data acquisition, analytics (logic, visualizations, etc.) and interpretation of the results. Going beyond this and actually automating the analytics based on the work done can reduce the audit effort and time significantly. To automate tasks performed in previous audits means quicker results and significant impact.

2. **Continuous Auditing**

   So we have covered collaborating and making the analytics repeatable but what about going beyond that and making them continuous? Simply rerunning the analytics before the audit is of value but analyzing the controls more frequently will give you far more insights. This will help you to answer some critical questions:
   
   1. What controls are improving?
   2. What controls are becoming less effective?
   3. What should be the scope of testing for the next audit?

   Furthermore, you can share these insights with the business throughout the year in an effort to improve the internal control environment.

3. **Optimizing Processes**

   In the end, the value of an audit is in the optimizing of the internal controls environment. Streamlining how control deficiencies are to be measured and remediated is a major process improvement. If every time there is a problem with the internal control environment the business and audit response varies then you are missing opportunities. Note that I also said, “measure”. Yes, knowing the impact of a control breakdown and more importantly the root cause allows the business to detect trends and identify wider ranging business problems.

   The best way to achieve this standard is by engaging the business with the results of the analytics on an ongoing basis. This could be simply sharing results with the business units or through an enterprise-wide continuous monitoring solution.
Looking Ahead

As we prepare for what the future holds, it’s important to remember that every role evolves to adapt to its environment. With tremendous room to grow within the organization for IA, ensuring efficient processes will only further your value, closing the gap between assurance provider and trusted advisor.

Andrew Simpson

Andrew Simpson has close to two decades of experience in the information systems audit and security business; specifically data analytics, interrogation and forensics. He is a regular contributor to various auditing conferences and is acknowledged as an expert on continuous controls monitoring and revenue assurance.

Connect: @CW_Simpson  Andrew Simpson

Our sponsors have been invited to share thought leadership articles for publication in our newsletter. In response, the above is the fifth of six in a series from Andrew Simpson, COO of CaseWare RCM Inc. We thank CaseWare for their contribution to our newsletter.

Progress Through Sharing

Are you a local expert in a given area? Have you just finished a project with lessons to share? Is there some area of Internal Audit you are passionate about sharing with your colleagues?

Do you see trends heading our profession in new directions (locally or internationally)? Do you just have a great topic that you want to share with members of our profession?

Contact our Newsletter team and find out how easy it is to submit an article for inclusion in our next newsletter. We like to see articles of about 1,000 words, and graphics always help.

If you submit an article that we publish, we will also be happy to offer you free attendance at an upcoming luncheon event.

Remember, developing and publishing an article also earns you CPE in support of your annual certification requirements.

Contact our newsletter team if you have an article or idea to share
Welcome New Members!

Our Chapter is pleased to welcome the following new or returning members.

Jenny Yue-Detterer
Lorna Pritchard, CIA

IIA Career Map™, a free online tool that will provide members with a powerful means of evaluating their professional competencies and creating a robust plan to reach their career goals.

The tool debuted at The IIA’s All Star Conference in Las Vegas, as well as online at www.theiia.org/careermap.

To learn more, go to www.theiia.org/careermap and access the following resources:

- IIA Career Map tool
- Competency Framework Alignment Overview
- Featured article on the latest issue of Career Compass
- Video tutorial
### August 2015 – December 2015

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<td>Luncheon (1.5 CPE) (12:00-2:00)</td>
<td>Compliance in Health and Tax</td>
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<tr>
<td>October 16, 2015</td>
<td>Full Day Conference</td>
<td>Annual Fraud Awareness Program</td>
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<tr>
<td>November 12, 2015</td>
<td>Luncheon (1.5 CPE) (12:00-2:00)</td>
<td>E-mail malfeasance, misrepresentation and media coverage</td>
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<td>December 3, 2015</td>
<td>Luncheon (1.5 CPE) (12:00-2:00)</td>
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**All events are held at the Union Club of BC, 805 Gordon Street**

*For registration to any of the above, or more information on upcoming events Go to Institute of Internal Auditors Vancouver Island Chapter.*

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**The Integrated Assurance Grail**

In between global board meetings, Nicola Rimmer (Barclays Bank, UK) brought her presentation from the international conference to the island to an attentive crowd.

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Contact our programs team for further details on how you can become one of our future speakers, or on to nominate a speaker you know and their topic! Remember, developing and delivering a presentation also earns you CPE in support of your annual certification requirements.
Attention ACL / CaseWare / TeamMate Users

We understand formal vendor product training can be expensive enough without having to add in travel costs and time away from the office. We also appreciate that normally such courses are available only in Eastern Canada or the US Northwest (except for Vancouver based ACL of course).

In June of 2014, we facilitated our sponsor CaseWare in holding a three day Introductory and Intermediate IDEA workshop at UVic eliminating venue and travel costs for our participants.

Would you or your organization be interested in ACL, TeamMate, or CaseWare formal training held here on Vancouver Island?

As a result of meeting with all three of our sponsors at the International Conference, your board is exploring the opportunities to support Advanced IDEA Training and formal ACL and Teammate training as well. We have initiated discussions with our contacts for all three vendors to see if they are interested in reaching out to their customers (you) and potentially partnering with the IIA Vancouver Island chapter to help deliver such local training as a win-win-win solution.

Our chapter will do this as a net zero proposition, meaning the chapter will not subsidize but also seeks to make no profit. Costs will be whatever value the vendor puts on the training and any administrative costs they, or we, incur (e.g. meal provision, any non-included travel, etc.)

If this interests you, share the specifics with us and we will pass that on.

• What type of training?
• How many people would attend?
• What time of year would training be best (may be dependent upon venue availability)?
• How much you are willing to budget?

We will discuss potential group discounts with the vendors. But, if formal courses are just too expensive, even if delivered locally, we will advocate on your behalf for fee reductions as a benefit to you in learning and a benefit to the vendor in having you successfully use their product.

Thought, comments, specific training requirements. Contact us for details or to share specifics via gtranter@uvic.ca.
4 Attributes of a Modern Day Internal Audit Hero

PwC’s recent “2015 State of the Internal Audit Profession Study” provides a mix of insights—some new, some old. It’s definitely worth a read.

Some findings are pretty much the same as in previous year—internal audit still needs to be more aligned with the business around risk focus, and should use technology more extensively and effectively. The report includes a variety of data points around current and expected use of data analytics.

But one finding really surprised me:

“While just 11% (of CAEs) characterize their current internal audit function as providing value-added services and proactive advice for the business, 60% believe that they will need to be doing so within the next five years.”

Really? Only 11%? So how does this align with the IIA’s own definition of internal auditing as “an independent, objective assurance and consulting activity designed to add value and improve an organization’s operations”?

Audit tradition vs. modernity

Maybe it’s just a reflection of workload or a reluctance to do things differently, that most internal audit departments are still focused on their traditional assurance, controls testing, and compliance-type functions and steer away from providing insight into things that more directly matter to business management.

Of course, these traditional roles do provide great value—even though they may not seem at times to be the most exciting activities. Without having someone to make sure that business processes are working as they should and effective controls are in place, the chances are that businesses would not be as profitable and would be at risk for serious regulatory compliance problems. However, it is clear that much of the leadership of audit profession is not content with this role and wants to deliver more, to “earn a seat at the table” by contributing in ways that really matter to senior management and the board.

Which takes us to some of the newer findings in the PwC study:

“Senior management and boards are looking for internal audit functions to be actively involved in business imperatives and offer proactive perspectives on all business risks.”
Today, based on various surveys (and some of my own informal questions to audiences at audit conferences), approximately 5-10% of audit teams include some strategic business initiatives and risks in their audit plan.

What does it take to shift focus?

There are various reasons for this number being so low.

The PwC report points out that it requires certain talent and business acumen that relatively few auditors have. This is at least partially accurate, though the report included three quotes which each provide interesting insight on the topic:

“The main area of challenge is not technical but behavioral: finding auditors with sufficient global and business acumen who can face management and provide appropriate and constructive levels of challenge.” —Abdulrahman al Harthy, CAE, Oman Oil Group

“Internal audit is not second-guessing strategic direction. [It] should be looking at the project management of strategic initiatives, the key risks, and the business processes.” —JoAnne Stephenson, chair of audit and risk committees, Challenger Limited

“If internal audit says it is going to ‘learn business acumen,’ it will fail. Internal audit needs people who will train themselves by digging into the details, and that starts with intellectual curiosity. Intellectual curiosity is key.” —Ninette Caruso, CAE of Genworth Financial

No one really expects an auditor to suddenly morph into a hotshot business strategy consultant who is going to point out where the CEO is going wrong. But if you can combine the attributes referred to in the quotes above—none of which should be beyond the reach of an audit department—all of the sudden it seems quite feasible for auditors to be delivering value and insights around strategic business issues.

I would also add one more critical attribute to the mix:

*Internal auditors need the ability to harness the power of technology and work with data from across the enterprise in a way that probably no role in the organization, except for internal audit, gets to do.*

The internal audit profession is some way from achieving its own expectations or those of other organizational stakeholders, but the PwC report shows the progress that is being made in audit’s ongoing transformation. And I cannot help but reflect on how all of this converges with ACL’s vision of “a world where GRC professionals are an organization’s most sought after people.”
John Verver
John Verver, CPA CA, CISA, CMC is an acknowledged thought leader, writer and speaker on the application of data analysis technology in audit, fraud detection, risk management and compliance. He is recognized internationally as a leading innovator in continuous controls monitoring and continuous auditing and as a contributor to professional publications. He is currently a strategic advisor to ACL, where he has also held vice president responsibilities for product strategy, as well as ACL’s professional services organization. Previously, John was a principal with Deloitte in Canada.

Our sponsors have been invited to share thought leadership articles for publication in our newsletter. In response, this article is provided by John Verver, strategic advisor to ACL. We thank ACL for their contribution to our newsletter.

Another Benefit to Membership and Association with the IIA VI Chapter

Did you know that the IIA Vancouver Island chapter has career/job postings on the chapter website under the careers section?  https://chapters.theiia.org/vancouver-island/Careers/Pages/default.aspx

Did you know that from the two postings in the 2014-2015 chapter year, both were won by our chapter members? One resulted in one of our members heading off to Prince George, but remaining a member of our chapter. Did you know that there are career opportunities posted their right now for experienced auditors looking for a challenging change of pace?

Did you know that most chapters charge between $100 and $150 per posting placed on the chapter website, but that last year our Board eliminated such charges and put job opportunity postings up for FREE?

Now that you know all of the above, here’s some more background...

Placing a career opportunity on our website doesn’t actually cost the chapter any funds, just the time and effort of our hard working board members. And selling advertising space wasn’t what we considered to be core to our chapter operations. So, we voted to stop charging for this service.

Our Board’s position is that posting career opportunities provides a benefit to our members, to their employer’s who post with us, and to our colleagues in the internal audit profession across Canada. As such we will post career opportunities from other provinces as well, although we hope you will stay here on the island with us.

If you or your employer have a career opportunity you wish to have posted, all you have to is contact the chapter President or Vice President and provide the posting you want displayed. We will do the rest.
Does this sound familiar?

- You spend most of your day managing spreadsheets, shared drives and email.
- You’d rather add value for your organization by showcasing material improvement and risk mitigation opportunities – not chasing after tick marks in e-documents.
- You’d love to easily report on strategic risks, recommendations, and remediation statuses – anytime senior management or the board asks.
- You’d feel much more confident if your recommendations and findings can be backed by quantifiable, data-based evidence.

Your audit management tool should do much more than manage workpapers

ACL GRC is the only solution that integrates robust data analytics with easy-to-use, cloud-based audit management software.

Turn Analysis into Actionable Results - Anytime, Anywhere.
Watch the video on acl.com/a-better-way to see how it works in less than 2 minutes.
The IIA's CIA Learning System is a comprehensive print and online CIA review program that will prepare you to pass the CIA exam.

A French version of the program is also available.

For more information on IIA's CIA Learning System click on the logo to the bottom left.

But before you purchase, read on...

Your IIA Vancouver Island Chapter is pleased to assist members interested in obtaining the globally recognized CIA designation through providing IIA's CIA Learning System at significantly lower prices:

- Full Kit: 3-Part Exam, CAD$650* (New!)
- Individual Part, CAD $285* (New!)

Note: * All inclusive. Subject to change without notice. Prices for non-members are also available.

This offer represents significant savings from the regular prices offered directly through the IIA.

For more information and to purchase your IIA's CIA Learning System, please go to the following link.

The IIA's CIA Learning System - Order/Payment Site

The IIA's Certified Internal Auditor® (CIA®) certification is the only globally accepted designation for internal auditors. It is a four-part exam that remains the standard by which individuals demonstrate their comprehensive competence and professionalism in the internal auditing field.

In response to market demand for premier quality global CIA exam preparation, The IIA has developed The IIA's CIA Learning System™.
## IIA Certification: Financial Support

To support our chapter members in their pursuit of IIA Certification(s), the chapter will provide financial support to the successful candidates who meet the following criteria:

1. All exam and application fees were personally funded.
2. All eligibility requirements were met and passed the exam(s).
3. Be a good standing member when the certification is awarded.

Each successful candidate will receive $100. A limit of 5 successful candidates has been set up for each fiscal year.

## Gleim CIA Study Material Discount

In addition to the discounts on IIA’s CIA Learning System, we are proud to offer significant discounts on Gleim’s CIA Study Materials for our chapter members.

As a chapter member, you can get a 20% discount on Gleim’s CIA exam prep products. Please visit the [Members Only section of the IIA Vancouver Island website](#).

We would like to hear from you. Any comment or suggestion on how we can support you for earning IIA Certifications?

### Certification Spotlight

Tell us your story on your journey to certification and we will publish it in our next newsletter. Share your experience!

What certification did you achieve and when?
What prompted you to become certified?
How did you prepare for the exam?
How has certification helped your career?
What advice do you have for others seeking certification?

Answer these questions along with a professional bio and picture to The Connector editor at gtranter@uvic.ca to earn your page on our bi-monthly newsletter.

### Certifications Questions?

Ask our Certification Chair
Tony Pollard
tpollard@parkerjohnston.com
The IIA Vancouver Island Chapter has

112 Members

Sharing the following certifications

In 2014-2015 we achieved GOLD Status for the 8th consecutive year. We need to do this two more times in the next three years to attain PLATINUM status. Following is our 2015-2016 progress.

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<td>Service to Members</td>
<td>325</td>
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<td>Service to the Profession</td>
<td>200</td>
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As at the end of June, we have made a good start on all three categories but it will be a few months before we reach the 685 point target for BRONZE status. Note that the minimums noted will only achieve us BRONZE status and we are going for the GOLD, and we can only do this by continuing to strive to bring you events, information, and the support you need or want for your professional growth.

Thank you to all our members who support the Chapter through attending events, suggesting topics and speakers, contributing newsletter articles, presenting to the chapter, answering our surveys, and supporting the Internal Audit Profession.
To achieve new heights, finding the right balance of audit tools is essential. Only TeamMate offers an integrated set of solutions that include the industry's leading audit management system, an innovative controls management system and powerful data analytics.

TeamMate AM | TeamMate CM | TeamMate Analytics

Learn more at: TeamMateSolutions.com
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<tr>
<td>President, Membership,</td>
<td>Kelly Dorin, CPA, CA, CIA, CCSA, CRMA</td>
<td>University of Victoria</td>
<td><a href="mailto:kdorin@uvic.ca">kdorin@uvic.ca</a> (250) 853-3184</td>
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<td>Vice President, Newsletter, Programs</td>
<td>Graham Tranter, CIA, CFE, CRMA, CISA, CCSA, PMP</td>
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<td>Treasurer</td>
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<td>Programs</td>
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<td>Past President</td>
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</tr>
</tbody>
</table>

Please feel free to contact our Board members with your questions, concerns, opinions, or even kudo’s at any time. We welcome your feedback in improving our service to you and the profession.
Progress Through Sharing

The motto of the IIA is “Progress Through Sharing”. We know that surveys are a distraction and we don’t want to bombard you with endless e-mails and links, or a massive and unrealistic annual survey.

However, the only way we improve our services is through feedback from you and what you want us to be doing. Please do consider using this mechanism, or contact us directly, anytime you have concerns or wish to express appreciation to board members for their efforts.

Board Feedback Surveys

As we mentioned several newsletters ago, we have established a number of short surveys that will allow you to provide completely anonymous feedback and guidance to the board at any time during the year. Unfortunately, unless it’s something very significant, we can’t change chapter direction with just a single voice. We will, however, monitor these surveys actively and look for trends or issues that you would like us to address. Feel free to also share kudos when you think we have done a good job.

You can access the surveys through the links below.

Board Performance: https://www.surveymonkey.com/s/S7KHKDK.
Programs:
Luncheons: https://www.surveymonkey.com/s/68ZXYFB.
Annual Fraud Awareness Program: https://www.surveymonkey.com/s/6LVPPDG.
Workshops: https://www.surveymonkey.com/s/6L9BR5S.
Communications:
E-mail communications: https://www.surveymonkey.com/s/WCFBCBB.
Newsletter: https://www.surveymonkey.com/s/SVDZYZ9
Website: https://www.surveymonkey.com/s/PV3756F.
Social media: https://www.surveymonkey.com/s/P7JDJ3L.
Certification: https://www.surveymonkey.com/s/6888F7Z.
**The Lighter Side**

**THERE IS A FINE LINE BETWEEN**
**NUMERATOR**
**AND**
**DENOMINATOR**

**IF YOU CAN'T BE A GOOD EXAMPLE, BE A WARNING**

**DEAR MATH,**
**I'M NOT A THERAPIST. SOLVE YOUR OWN PROBLEMS.**

**NEVER DRINK AND DERIVE**

**everything is easier SAID than done**

http://www.snorgtees.com/t-shirts/geek-nerd - Geek T-Shirts for you and your friends