



## The Institute of Internal Auditors, Singapore

The Secretariat  
138 Robinson Road #18-08  
The Corporate Office  
Singapore 068906  
Tel: 6324 9029  
Fax: 6220 5972  
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11 January 2012

Dear Members

1 Day Seminar on

# ***Business Process Analysis in Complex Systems***

28 February 2012 by Ms Amanda Wall

What you will gain from this Talk: Demystify the Technology in Business Applications, Learn multiple Control Testing Approaches, Identify the Business Rules which show a Process is “in” Control, Flowchart Complex Processes

YOUR OPPORTUNITY TO... LEARN HOW TO FOCUS ON THE CORRECT BUSINESS OBJECTIVES, BUSINESS RISKS AND KEY CONTROLS. “SEE” CONTROLS THAT ARE 1) PRESENT, BUT REDUNDANT OR 2) MISSING TO MITIGATE BUSINESS RISK. FIND FRAUD, WASTE AND ABUSE. “CONNECT THE DOTS” FROM RISKS TO CONTROLS TO TESTS.

**Description:** Process analysis becomes very frustrating when you don't understand the process! Auditors end up in blind alleys or going down the wrong path. Complex processes can cause you to lose track of business objectives and risks, and related audit assertions. Let's demystify the technology so we focus on the key controls in the critical business processes. Only then can we determine the proper testing approach that should be used for each key control to provide reasonable assurance? We will no longer be intimidated by statements like: “online, real-time global updates”. Let's learn how to identify risks, and necessary controls, in technologies like kiosks, mobile apps and integrated fully B2B supply chain. Finally, we will realize that enabling technology yields business risk: **I.T. Risk = Business Risk**

### Course Outline and Objectives

Please refer to Annex I for more details.

### About the Speaker

Please refer to CV enclosed.

**Who Should Attend:** ALL auditors (operations, process, compliance, fraud/waste/abuse, I.T., SOX, efficiency, statutory, financial, program, performance) ... and Business Unit Managers, I.T., ERP vendors ...and consultants ... anyone who has to ask the following questions:

- *What does this process really look like?*
- *Where are the control points?*
- *Can this be audited faster...better...remotely?*
- *Is this "in" or "out" of control?*

**Class Format/ delivery Method:** This course is case-based/interactive, but NOT computer-hands-on (as we can't connect to ERPs in class).!

**Details of the administrative arrangements are as follows:**

Date : 28 February 2012

Time : 9.00 am – 5.00 pm  
(Lunch and refreshments provided)

Registration : 8.45 am

Venue : **M Hotel**  
**Anson IV, Level 2**  
81 Anson Road  
Singapore 079908

CPE credit : 8 hours

Fee : S\$750 (IIA / ISACA Member)  
S\$975 (Non-member)  
**\* NO GST payable**  
**\*\*NO invoice will be issued**

Please return the reply slip together with your cheque made payable to "**The Institute of Internal Auditors Singapore**". **No invoice will be issued.**

Yours sincerely  
Lena Kuok  
for Education Committee

# REPLY SLIP

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The Corporate Office  
Singapore 068906  
Tel: 6324 9029  
Fax: 6220 5972

1 Day Seminar on

## ***Business Process Analysis in Complex Systems***

28 February 2012 by Ms Amanda Wall

From: Mr/Mrs/Ms/Miss \_\_\_\_\_

Organisation: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_ Mobile: \_\_\_\_\_ Email: \_\_\_\_\_

Name of Attendee	Designation	IIA / ISACA Membership No. ( where applicable )

### Terms and Conditions:

1. Notification of withdrawal in writing received **seven working days or more before** the event will be processed for refund after deduction of \$100 processing fee.
2. No refund will be made for shorter notice but you are welcome to send a replacement.
3. Registration is only confirmed when full payment is received. An official receipt will be sent to you.
4. Payment must be received **before** commencement of the event.
5. No invoice will be issued.
6. IIAS reserves the right to cancel, postpone, alter the programme and/or change the speaker due to unforeseen circumstances.
7. Request for special food arrangement must be made at time of registration.

Enclosed is cheque number \_\_\_\_\_ for S\$ \_\_\_\_\_ being payment for \_\_\_\_\_  
IIA / ISACA member(s) @ S\$750 and \_\_\_\_\_ non-member(s) @ S\$975.

**Participants will be awarded 8 CPE hours upon completion of the course.**

[ Cheque should be crossed and made payable to "The Institute of Internal Auditors Singapore" ]

**>>>> Complete and Fax to : (65) 6220 5972 for Reservation <<<<<**

### Detailed Course Outline

1. The Audit Process...A "Process" Focus
  - a. Risk Assessment (the "dog") and Sample Size (the "tail")
  - b. The audit Risk Model and a Diagram of an Audit
  - c. Radically different costs of evidence (by type)
  - d. Shifting from Field work to Remote Telemetry
  - e. The audit food chain:
    - i. Assertions versus attributes (not a 1:1 relationship)
    - ii. Direction of testing (overstatement or understatement)
    - iii. Capturing Key Performance Indicators
    - iv. Quantifying Business Rules
  - f. Six types of Analytical Procedures, and their rank order and their pro's and con's
  - g. Sophisticated risk assessment: not 1-2-3
  - h. Your audit "mindset": is fraud a concern?
2. **(Remote) Initial Investigation (Boot it up!)**
  - a. More audit planning = less field work
  - b. The THINNEST work-papers "wins"!
  - c. Control Considerations...it's ALL about Controls!
    - i. Can you "see" controls...present and working/present and not working/present and redundant...and MISSING?
    - ii. Documenting a process: let's learn GOOD flowcharting
    - iii. Could a parallel, undocumented, system be operating (off-the-grid)?
    - iv. How to get your arms around a technology-based process (real-time, paperless, human-less)
    - v. Application controls (computerized AND manual)
  - d. Can you STAY FOCUSED and concentrate on ESSENTIAL PROCESSES and CRITICAL controls (scope it down!)
3. **The Future of Controls...Embedded in the Apps (ERPs)**
  - a. A re-visit to great concepts: edits and validation controls
  - b. Process-level controls IN the apps...they never sleep!
  - c. SAP configurables and Oracle/PeopleSoft triggers
  - d. Helping management: process optimization
  - e. This is NOT I.T. auditing (we're All I.T. auditors now!)
4. **Control TESTING: not "reviews"**
  - a. Rank order of evidence and tests (around, thru, with and continuous) and dangerous assumptions
  - b. Tests of Operating Effectiveness (TOEs) versus Tests of Design (TODs)
5. **All of this leads to an improved "Integrated Audit"**
  - a. Moving to Continuous Monitoring and Assurance
  - b. A VALUE-ADDED mindset: more value to the auditee

### Course Objectives

Upon completion of this course participants will be able to:

- Distinguish multiple types of evidence
- Tie risk to sample size, at the individual assertion level.
- Recognize the 1;many relationship of assertions to attributes (audit steps)
- Refresh concepts of the audit food chain
- Use a graphic to assist in understanding the "direction" of your audit test/exposure
- Perform regression analysis in Excel
- Discover how to quantify business rules
- Perform robust tests of controls
- Recognize controls placed in operation versus operating effectively (and tests)
- Enumerate the rank order of analytics
- Decompose advanced business applications into understandable chunks
- Perform process flowcharting
- Consider remote testing for audit leverage
- Improve risk assessment with data feeds and quartile analysis
- Quantify and Mode Business Rules
- Recognize the assumptions in auditing around, thru, with and continuous
- Explain the Internal Control trilogy.
- Identify embedded controls IN the apps
- Explain the move towards continuous monitoring and assurance

### Course Materials/Takeaways

Each participant will receive the following:

- Workbook with complete with screen captures and (numbered) step-by-step instructions and the "rules" of good flowcharting
- CD with computerized cases so they may practice and replicate the classroom experience (that is, APPLY this knowledge on the job).

### Course Length

- 1 day

# Speaker's Profile

## **Amanda Wall** B. Business, CPA, MIIA (Aust)

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ASHMORE QLD 4214

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## Education & Professional Memberships

### **Member of Institute of Internal Auditors Australia**

Approved as a member 19 February 2009

*Brisbane, Australia*

*Feb 2009 - Present*

### **CPA Australia Program and Member of CPA Australia**

Advanced to status of Certified Practising Accountant 11 August 2003

*Brisbane, Australia*

*2001 – 2003*

#### *Achievements*

- Certificate of Merit for High Distinction – Reporting and Professional Practice
- Certificate of Merit for High Distinction – Financial Accounting
- Certificate of Merit for High Distinction – Assurance Services and Auditing

### **Griffith University**

Graduated with Bachelor of Business

Completed degree with double major in Accounting; Public Sector Financial Management

*Gold Coast, Australia*

*1997 – 1999*

#### *Achievements*

- Grade Point Average of 5.9
- Invited member of Golden Key National Honour Society

## Professional Experience

### **Manager Financial and Compliance Auditing**

**Queensland Health, Brisbane**

*Oct 2009 – Present*

Responsibilities include supporting the Senior Director Assurance and Risk Advisory Services (Bob McDonald OAM) to audit Queensland Health's finances worth \$10.5 Billion, leading and managing the Financial and Compliance Audit stream of the Audit and Operational Review Unit, implementing Dr Dan Kneer's advanced analytical techniques and continuous auditing techniques, contributing to the development of the unit's formal audit methodology and competency framework, performing quality assurance reviews over team performance, developing and managing completion of the unit's annual audit plan.

### **Director Internal Audit**

**Environmental Protection Agency/Dept of Environment and Resource Management, Brisbane**

*Jan 2009 – Sept 2009*

Responsibilities included providing strategic leadership to the internal audit function, reporting to the Director-General and liaising with senior management, promoting awareness and understanding of significant business risks, reporting to the Audit and Risk Management Committee, developing and delivering the annual audit plan.

**Audit Principal and Team Leader *Apr 2006 – Dec 2008***

**Queensland Audit Office, Brisbane**

Responsibilities included managing the external audit teams for the State of Queensland's Environmental Protection Agency and the amalgamated Townsville City Council. Duties involved strategic audit planning, preparation and monitoring of the audit program and providing leadership and direction to the audit team. Also responsible for representing the Audit Office publicly by speaking at regional Local Government forums.

**Graduate Trainer & Coordinator *Oct 2004 – Mar 2006***

**Queensland Audit Office, Brisbane**

Responsibilities included training and mentoring graduates through the Audit Office's 9 month Graduate Development Program, preparing and delivering training content as well as developing and implementing contemporary recruiting and selection process for appointments of graduate auditors.

**Progressed from Graduate Auditor to Audit Senior *Feb 2000 – Sep 2004***

**Queensland Audit Office, Brisbane**

Responsibilities included assisting on large financial statement audits such as Department of Housing, Department of Local Government and Planning, plus leading teams of small-medium sized audits such as the Local Government Association of Queensland and various Local Government Councils throughout Queensland.

## **Highlights & Additional Achievements**

- June 2008 - Present:** Appointed as member of the Queensland Public Sector Committee for CPA Australia.
- March 2010, March 2011:** Panel member judge for Queensland Public Sector Annual Report Awards
- Oct 2006 – Dec 2008:** Appointed as a committee member of the Women's Leadership Group, Queensland Audit Office.
- June 2004:** Awarded the annual Auditor-General's award for Performance, Queensland Audit Office.
- November 1996:** Awarded Highest Academic Achievement Year 12, Dux of the School

## **Referees**

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