



## The Institute of Internal Auditors, Singapore

The Secretariat  
138 Robinson Road #18-08  
The Corporate Office  
Singapore 068906  
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19 January 2012

Dear Members

### 1 Day Seminar on

## Continuous Controls Monitoring / ERP Optimization/Fraud Prevention

24 February 2012 by Ms Amanda Wall

What you will gain from this Talk: learn how to optimize ERP controls...these are controls IN the apps...not over the apps!!! The benefits are 1) actual “tests of operational effectiveness of controls” and 2) is controls that never sleep, (you can ping them remotely), resulting in management dashboards

**YOUR OPPORTUNITY TO... PROVIDE ROBUST PROCESS-LEVEL CONTROLS TO THE APPS. LEARN HOW TO INVOKE CONTROLS “NATIVE” TO THE ERP (E.G. WON’T CRASH THE SYSTEM), ALREADY EMBEDDED IN THE ERP FUNCTIONALITY. AUDIT “SMARTER; NOT HARDER”... SAMPLE SIZE= THE POPULATION (N=N), ALLOWING FOR AUDIT BY EXCEPTION!**

**DESCRIPTION:** in the pre-ERP world, companies had custom “apps”, written by in-house programmers...LOADED with robust process-level controls. Then along came ERPs, with generic modules. If companies didn’t take the time to invoke process-level controls, your Control Environment may have GONE BACKWARDS!!! Dr. Dan had installed CCM/ ERP controls optimization across the globe. He will walk you thru his CCM methodology. This is “integrated auditing” as we need the process/operations auditor to identify the business rules. Also, we’ll raise the bar from controls “reviews” to real-time controls “testing”. We will discuss I.T. pushbacks. This class is applicable for SAP, Oracle, PeopleSoft...even COBOL!

### 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 question:

**“Isn’t There a Better Way to Optimize ERPs and Invoke Embedded Controls?”**

**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 : 24 February 2012

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

Registration : 8.45 am

Venue : **M Hotel**  
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

To: The Institute of Internal Auditors, Singapore  
The Secretariat  
138 Robinson Road #18-08  
The Corporate Office  
Singapore 068906  
Tel: 6324 9029  
Fax: 6220 5972

**1 Day Seminar on**  
**Continuous Controls Monitoring / ERP Optimization/Fraud Prevention**  
**24 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. IIA 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 <<<<<**

<b>Detailed Course Outline</b>
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1. The Professional Literature, and Stakeholders, “Call” for CCM
  - a. The COSO, CobiT and the PCAOB
  - b. Examples of monitoring in “the real (business) world”
2. What is CCM
  - a. CCM from 10,00 feet
  - b. The 4 necessary components of CCM
3. The Audit Risk Model
  - a. The staggering cost of audit evidence
4. Internal Controls Make a “Comeback”
  - a. CobiT for Application Controls and PCAOB AS 5
  - b. Tests of Controls: TOEs and TODs
  - c. Are you really “testing” the control ... or just “reviewing” it
5. Application Controls and Opportunities Lost
  - a. Controls embedded in ERPs (Oracle, SAP ... whatever)
  - b. Triggers and Configurables
  - c. Application Controls and their Relationship to General Controls
6. Macro-Level Design Issues
  - a. Who builds the CCM?
  - b. Who hosts the CCM?
  - c. Who monitors the Monitors?
  - d. What is real time? Run-time? Near real time?
  - e. Options for the CCM User
  - f. What do you monitor?
  - g. Would you REALLY stop a transaction?
  - h. Why CCM requires both halves of the 1-2 punch.
7. Tactical and practical: Micro-Level Design and Implementation Issues
  - a. Implementation methodology-Macro
  - b. Implementation methodology-Micro
  - c. Push-backs from I.T., and How to Dispel Them
  - d. Capturing the concerns of the Business Unit Manager (focus groups)
  - e. Critical Success factors and Key Performance Indicators
  - f. Modeling the business rules (regression and configurables)
  - g. SAP code: ABAP, Oracle code: PL/SQL and legacy COBOL
  - h. Filtering data ... or data overload
  - i. Guardrails
  - j. Recalibration of embeddeds and guardrails
  - k. Constructing Dashboards and Cockpits
  - l. Backfilling the cockpit: data pipes
  - m. Total Costs for CCM
  - n. Obtaining traction: 3 different levels of initial installation (go live)
8. Actual Installations of CCM
  - a. Lessons learned from over 20 years of installing CCM
  - b. Wins
9. Question and Answer Session
10. Fitting CCM to the Your Company

<b>Course Objectives</b>
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Upon completion of this course, students will be able to:

- Cite and discuss the current literature regarding CCM.
- Review the new COSO for Monitoring (2009) and new CobiT for Application Controls (2009).
- Explain the necessary components of CCM.
- Define and operationalize CSFs and KPIs.
- Recognize the vast opportunities of embedded controls.
- Differentiate between controls “placed in operation” and controls “operating effectively.”
- Identify the embedded hooks in major applications (SAP, Oracle, PeopleSoft).
- Realize the importance of “asking the right questions” to Business Unit Managers as regards to computerized controls.
- Understand the resource requirements to get CCM off the ground.
- Anticipate the potential obstacles to CCM.
- Design continuous control monitors.
- Determine that WE ALREADY HAVE most of the capabilities we need to facilitate CCM.
- Explain why the necessary components of CCM are a 1-2 punch.
- Discuss business cases of the 1-2 punch.
- Consider CCM tactical and practical implementation options.
- Review actual CCM “wins” and determine the low hanging fruit to go after.

<b>Course Length</b>
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- 1 day

# Speaker's Profile

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

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ASHMORE QLD 4214

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Mobile ph. +61 414 407 448

## 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**

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.

*Oct 2009 – Present*

### **Director Internal Audit**

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

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.

*Jan 2009 – Sept 2009*

**Audit Principal and Team Leader  
Queensland Audit Office, Brisbane**

*Apr 2006 – Dec 2008*

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  
Queensland Audit Office, Brisbane**

*Oct 2004 – Mar 2006*

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  
Queensland Audit Office, Brisbane**

*Feb 2000 – Sep 2004*

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

Mr Bob McDonald  
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Unit  
Queensland Health  
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