



## **The Institute of Internal Auditors, Singapore**

The Secretariat  
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30 July 2007

Dear Members

# **3 Days Seminar on Skills for New Auditor-in-Charge**

**10 – 12 September 2007 by Lilian Tay**  
Immediate Past President of IIA Singapore

**What you will gain from this seminar:**

### **YOUR OPPORTUNITY TO...**

- Master project management techniques through effective planning, organizational techniques, and expecting the unexpected.
- Learn eight simple planning tools that ensure success.
- Find out how to control the audit by using well-established supervisory, communication, and time-management techniques.
- Identify six steps of effective delegation.
- Learn how to train auditors to perform assigned tasks, solve problems, and document audits properly

### **Program Background**

The Institute of Internal Auditors has recognised the need for an audit supervision course that is responsive to the training needs of newly appointed lead auditors-in-charge, and the course materials thus developed, have been revised and updated on several occasions to ensure that the contents meet the continuing changing needs of auditors-in-charge. The program has been and continues to be one of the most popular courses offered by the IIA. The course is developed to address various needs of lead auditors and their respective organizations. Research shows that lead auditors are usually technically competent internal auditors; however, their training needs are evidently in the areas of project management, supervisory skills, planning audits, communicating plans and results, controlling audits, reviewing audit work, and developing concerns. The purpose of this course is to increase the overall effectiveness of the lead auditor-in-charge.

### **Course Description**

Leading an audit team in the post-SOX era not only requires a great deal of knowledge, it also requires dedication, efficiency, and effective leadership skills. New audit leaders today need to know how to properly run a team so that every project runs smoothly. In other words, they need the skills to lead with confidence.

This stimulating and informative session covers the organization, time management and problem solving skills necessary for managing a successful team. Incorporating diverse teaching methods from lectures to case studies to group discussions, auditors will learn and practice eight simple planning tools that ensure success. Upon completion, participants will also be able to identify the six steps of effective delegation, a tool imperative to running any audit team.

## Course Outline

Please refer to Appendix I

### About the Speaker

Lilian Tay is the Immediate Past President of IIA Singapore. She has served on the board of governors for several years, championing the important role of internal auditors, the value that they bring to their organisations and raising the skills and quality of internal audit services in Singapore. In her full time employment, Lilian is the Regional Head of Internal Auditing in Natixis, an offshore bank in Singapore with its head office in Paris and having a strong presence in Asia and major cities throughout the world. Its main businesses in Asia are in capital market activities, commodities financing, structured finance, corporate finance, global trade services, syndication agency and management, and institutional banking services. Lilian is primarily responsible for the management and supervision of internal audit activities in the Asia Pacific Region of Natixis.

Having built her career in banking and internal auditing, Lilian's studies have focused in these areas. She is qualified as a Certified Internal Auditor, Certified Financial Services Auditor, Fellow of the Chartered Institute of Bankers (now known as ifs School of Finance), and also holds a Masters of Business Administration. Lilian's other professional contributions include launching a Singapore Local Centre of the ifs School of Finance, to cater to the networking and educational needs of its members and the financial services industry and she is also sitting on the committee of the Securities and Investment Institute in Singapore.

### Who Should Attend

Recently promoted auditors-in-charge or auditors assuming the role of lead auditor of an audit project.

Details of the administrative arrangements are as follows:

- Date : 10 – 12 September 2007
- Time : 9.00 am – 5.00 pm  
(Lunch and refreshments provided)
- Registration : 8.30 am
- Venue : **Meritus Mandarin Singapore**  
Meeting Suite 833, Level 8, South Tower  
333 Orchard Road  
Singapore 238867
- CPE credit : 18 hours
- Fee : \$900 (IIA / ISACA Member)  
\$1,170 (Non-member)  
**\* NO GST payable**  
**\*\*NO invoice will be issued**
- Closing Date : 30 August 2007

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  
10 Anson Road  
#10-13A International Plaza  
Singapore 079903  
Tel: 6324 9029  
Fax: 6220 5972

3 Days Seminar on  
**Skills for New Auditor-in-Charge**  
10 – 12 September 2007 by Lilian Tay

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. Programme may be subject to change.
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\$900 and \_\_\_\_\_ non-member(s) @ S\$1,170.

**Participants will be awarded 18 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 <<<<<**

## COURSE OUTLINE

### ROLES AND QUALITIES OF AUDITORS-IN-CHARGE

- The multi-faceted role of the auditor-in-charge
- Duties and qualities of the successful auditor-in-charge
- Perform a self-analysis: the first step toward improving managerial skills

### CASE STUDY

- Familiarization with case study to be used throughout course

### PLANNING THE AUDIT

- The importance of audit planning
- Potential constraints to planning
- The preliminary survey
- Quickly identify who, what, when, where, and how during the preliminary survey
- The opening conference
- Solicit management's involvement during the opening conference
- Write a flexible planning memo that will serve as a guide throughout the audit
- Developing clear, value-added audit objectives during the planning phase
- Using computers in planning and fieldwork
- Examples of various planning tools

### AUDIT PROGRAMS AND STAFFING ASSIGNMENTS

- Nine attributes of an effective audit program
- Four costly mistakes in audit program development
- Developing and revising the audit program
- Assigning audit tasks efficiently and effectively
- Staffing factors to take into consideration
- Steps for effective delegation

### SUPERVISING AND CONTROLLING AUDITS

- Effective supervision techniques
- Avoiding control problems
- Eight simple practices that will keep the audit on target
- New time-management strategies
- Videotape presentation

## **ACHIEVING RESULTS USING PROJECT PLANNING AND MANAGEMENT**

- Qualities of effective project managers
- Keep projects on schedule
- Drafting a project plan
- Estimate resource requirements
- Prevent conflicts among team members

## **REVIEWING WORKING PAPERS**

- Identify attributes associated with quality working papers and review notes
- Write effective value-added review notes
- Develop review points that enhance workpaper communication and encourage auditor confidence and performance
- Tips for using electronic work papers

## **AUDIT CONCERNS AND REPORTS**

- Understand the AIC's responsibilities over audit concerns and reports
- Develop an understanding of the principles of effective audit reports
- Discover the fundamentals of quality audit reports and related issues

## **THE EXIT CONFERENCE**

- Keys to successful exit conferences that will solicit client agreement
- Project a positive and professional image
- Learn techniques that ensure conferences fulfill audit objectives
- Practice conducting an audit exit conference

## **WRAPPING UP THE AUDIT**

- Tasks required to complete audits
- Evaluating management responses to audit reports

## **APPRAISING STAFF AUDITOR PERFORMANCE**

- Performance evaluation principles
- Communicating performance appraisals

## **DEVELOPING A PERSONAL ACTION PLAN**

- Self-assessment exercise - possible solutions