



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

The Secretariat  
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22 June 2007

Dear Members

# **1 Day Seminar on A New Dimension in Internal Control: How to Evaluate Soft Controls**

**23 August 2007 by Dr James Roth**

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

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

- Understand the nature and importance of soft controls
- Be able to apply five common-sense principles for evaluating soft controls
- Take away fifteen proven soft control evaluation tools from world-class audit departments
- Learn how to develop tools that will work in your own organization
- Get tips on how to sell this radical expansion of audit scope to management

### **Program Background**

The publication of *Internal Control — Integrated Framework* in 1992 challenged internal auditors to evaluate intangible, inherently subjective controls like “tone at the top,” leadership, and management style. Courageous, creative internal auditors found practical ways to meet this challenge. Many of the current best practices in our profession arose from these efforts.

**Note:** Much of the material in this seminar is also presented in the 21-22 August seminar on Best Practices.

### **Course Description**

This program presents a variety of practical tools and techniques, as well as real-world tips and guidance for meeting this challenge from one of the profession's leading experts on this subject.

### **Course Outline**

Please refer to Appendix 1.

## About the Speaker

This seminar will be conducted by **Dr James Roth, PhD, CIA, CCSA**, President of AuditTrends, LLC, a training firm devoted to researching the practices of leading edge audit departments and teaching them in practical, hands-on seminars. Jim's extensive work with control models and control self-assessment has made him one of the world's leading authorities on evaluating soft controls. The IIA recognized his expertise in the February 1998 issue of Internal Auditor with the article, "Soft, Dangerous, Essential: An Interview with Jim Roth." He was also interviewed on the same topic in 2003 in the Netherlands publication De Accountant. He has published twelve major educational products for the IIA, including:

- *Evaluating Internal Control: A COSO-Based Approach.*
- *A COSO Implementation Guide*
- *Control Model Implementation: Best Practices)*
- *Value-Added Business Controls: The Right Way to Manage Risk*

An energetic and motivating speaker, Jim is one of the IIA's most highly rated presenters.

## Who Should Attend

Auditors with at least one year of experience

## Details of the administrative arrangements are as follows:

Date : 23 August 2007

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

Registration : 8.30 am

Venue : **Grand Plaza Park Hotel**  
Ballroom 2, Level 2  
10 Coleman Street  
Singapore 179809

CPE credit : 6 hours

Fee : S\$600 (IIA / ISACA Member)  
S\$780 (Non-member)  
**\* NO GST payable**  
**\*\*NO invoice will be issued**

Closing Date : 15 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  
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**1 Day Seminar on**  
**A New Dimension in Internal Control:**  
**How to Evaluate Soft Controls**  
**23 August 2007 by Dr James Roth**

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) @ \_\_\_\_ and \_\_\_\_\_ non-member(s) @ \_\_\_\_.

**Participants will be awarded \_\_\_\_ 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

### **What Are Soft Controls, and Why Are They Important?**

The impact of new control models:  
COSO

Examples of hard and soft controls

Five essential principles for evaluating soft controls

A “working inventory” of soft controls

### **How World-Class Audit Departments Are Evaluating Soft Controls**

Overview of IIA research study, *Control Model Implementation: Best Practices*

The critical components:

- Self-assessment
- Risk assessment

### **Tools & Techniques for Work Team Self-Assessment**

Control and risk self-assessment (CRSA) workshop

- The two core techniques
- A practical case study (anonymous Canadian government agency or Canada Post)

Self-Assessment Questionnaires

- Rensselaer Polytechnic

### **Tools & Techniques for Entity-Wide Self-Assessment**

Management Interview Guide and Self-Assessment Tool

- Bremer Financial

Self-Assessment Survey

- Ameritech
- Keys to success for entity-wide soft control surveys

### **Tools & Techniques for Audit Project Risk Assessment**

Using the risk matrix as a self-assessment tool

How to guide a manager through the risk assessment thought process

Risk matrix

- Key points in applying the tool
- Benefits

Five examples of risk matrices

- Most common features
- “COSO-ized”
- COSO matrix for personnel management – Ameritrade
- Matrix for customer service – Commercial Federal
- Matrix for insurance agent conduct – Unity Mutual

### **Tools & Techniques for Entity-Wide Risk Management**

A comprehensive program in which all managers identify and assess risks and controls in their areas of responsibility

- Freddie Mac

### **How To Make It Happen**

Critical steps in implementing your new tools and techniques

When to bring soft control evaluation into the audit process

How to select the best soft control evaluation technique for your organization

Developing an implementation strategy

Selling the new approach to management

Internal control training for management and/or all employees

- Cargill