



Message from IIAS President

Tan Peck Leng

Greetings! First quarter 2008 has closed on us. Our Membership Night 2008 in January saw an impressive turnout of more than 100 enjoying a fun-filled evening of great food and aplenty networking opportunities. After a hard day's work, all present were pepped up by the presentation of Robert Half encouraging internal auditors to move away from bean-counters to advisors and to leap-frog "Moving from the Backroom to the Boardroom"! The crowd was further enthralled by Dr Lackana's *Fengshui for 2008* bringing cheer as well as anxiety over fengshui outlook and tips on health, wealth, career and romance in the year of the Rat.

In January, the Board had to accept with regrets the resignation of our Treasurer due to his frequent overseas duty travel. We would like to thank Mr Chua How Khiang for his dedication in the past months amidst his heavy work schedule.

May is International Internal Audit Awareness Month which gives all internal auditors great opportunity to "talk up" the profession and its important role in organisational governance, internal control and risk management. We encourage each and every one of you to make the best use of this occasion to elevate your profession and "talk it up" to your audit clients and management about the value and importance of internal auditing to good business. Taking advantage of this occasion, we are working to raise the profile and awareness of the internal auditing profession in Singapore. Do keep a look-out for upcoming publicity activities!

On sharing of developments in the role of internal auditing, IIA Insight April 2008 issue published a feature article on *Auditing Corporate Responsibility*. Headliner "Today's Internal Auditor Has An Important Role To Play In Ensuring CSR Policies Are Successful" caught my attention. The article is interesting read and it elicits a higher calling for internal auditors to contribute to the community. Quoting from the article – "CSR is an emerging area that is closely linked to governance and risk" and the internal auditor can add value to the CSR movement through governance and risk management which should provide reasonable assurance that the organisation can meet its strategic objectives and being considered a good corporate citizen. I invite you to access the IIA Insight On-line (<http://www.theija.org/insight>) which is open to members only, to stay informed and get ahead on internal auditing developments.

Board of Governors 2007~2008

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For contact and other info, please visit www.iaa.org.sg. You can also e-mail iasg@singnet.com.sg or call the Secretariat at **6324 9029**.

**** Important Note ****

Annual General Meeting

23 July 2008

At Hotel InterContinental
80 Middle Road, Singapore
188966

From the Editor’s Desk – “Max logon tries = 3”



It had been a very trying past 2 months for me recently. Unknowingly I had become this “3 times and you’re out!” monster. Meaning, I would get impatient if I had to explain myself 3 times in a row. Why 3 times? I asked myself. Why not 1 time or perhaps an indefinite number of times? Ever thought about your own limits? – There is a number for everyone in just about anything. For example, what is the maximum number of hours you can work without sleep? The maximum number of audits that you can handle simultaneously? The number of times you can tolerate a recurring mistake?

It got me thinking – if everyone has some form of limits, it stands to reason that some of these settings may or may not be effective in establishing good controls for optimal functioning. So what would be a good value? And what do you do when those limits have been breached? You see, if maximum logon tries have been reached, a user account can be indefinitely disabled until re-activated by a system administrator. But can you effectively freeze out someone whom you had to explain 3 times in a row on how things should work? There comes a time where it becomes more effective to do the work yourself, rather than having to suffer through explanations again. But is this the way that things should work? Then what about those people who have “Explanations = 0” setting? Where such people don’t feel that they should even have to explain anything to you or to have to coach you? How does one behave in such a situation?

~ Winnie, May 08 Editor

(For newsletter contributions and comments, please e-mail iias.newsletter@gmail.com.)



ANNOUNCEMENTS

Common Body of Knowledge 2006 (CBOK)

CBOK provide “a basis for understanding, guiding and shaping:

- i) compliance to and adequacy of the International Standards for the Professional Practice of Internal Auditing;
- ii) the current status of the internal audit activity within organizations;
- iii) the actual activities and types of audits that are being performed
- iv) tools and techniques used by internal auditors; and
- v) skills and knowledge possessed by internal auditors.”

The full report is available for free download at www.theiia.org/research/common-body-of-knowledge

Members are encouraged to read the report as the study showed interesting results like how many percent of internal auditors comply to the *International Standards for the Professional Practice of Internal Auditing*, the focus of internal audit’s work and the percentage of perceived effectiveness and to what extent the internal audit activities are perceived as effective and adding value to their organisations.

Roundtables

Members have indicated that they are interested to form roundtable in industries such as Banking, Manufacturing, Hospitality & Gaming, Pharmaceuticals and Semiconductors industries. The IIAS received only a handful of response from members when it was coordinating to commence the first roundtable in January. A ten member group is an ideal size to form an industry specific roundtable. Please contact the IIAS secretariat office if you wish to be part of the industry-specific roundtable.



**Membership Night
28 January 2008
Grand Plaza Park Hotel**



Above: Peck Leng, Dr Lackana, Tim Hird, Swee Chin and Lilian Tay, at the IIA Singapore Annual Membership Night.



Above: Members/guests registering and receiving their door gift.



Above: Lucky winner of Apple iPod.

A year has gone by and the IIAS held the Membership Night on 28 January 2008. The event is organised annually as an occasion to recruit more new members, provide our current members a time to network and most importantly for the IIAS to thank the members for your support. The highlights for this year's Membership Night were the two informative and interesting talks by our guest speakers Mr Tim Hird, Director, Robert Half International Pte Ltd and Dr Lackana Leelayouthayotin, Director Cerebos Pacific Limited, Executive Vice President and CEO, Thailand & SEA. The evening commenced with a welcome speech from our President, Ms Tan Peck Leng. Ms Jacqueline Liau, an IIAS Governor, presented the benefits of being an IIAS member.

During the talk on EQ and Leadership Skills by Mr Hird, he shared that in the recent survey conducted by Robert Half International Workplace, it was observed that auditors are moving from being a bean counter to an advisor role. In a separate survey conducted by Robert Half at the start of the Membership Night, it was interesting to note that the members/guests indicated that Team/People Management Skills was the most important skill that their employer would consider during recruitment. Similarly, it was also the skill which the members/guests would like to acquire or improve on. In addition, 90% of the members/guests also indicated that employers nowadays would place more emphasis on leadership skills. This would reflect that auditors are now perceived or expected to have leadership and management role, and we are no longer perceived as bean counters.

After being enlightened by this new perception of an auditor, we were introduced to geomancy – predictions and fortune for 2008. Dr Lackana presented an entertaining talk and gave some “fengshui” tips for the year of “Ratatouille” the Rat and further shared with the members/guests the outlook for the 12 zodiac signs on general health, wealth, career and romance for the year of the Rat.

Peck Leng congratulated 58 members and 11 members for attaining the CIA and Specialty Exam Certifications respectively. CIA Certification of Honor was given out to Mr Jaime M. Tibucio Jr and Mr Koh Chin Beng (absent on that night). Two happy and lucky members went home with Apple iPod – top lucky draw prizes – sponsored by Robert Half International Pte Ltd. The turnout this year was overwhelming with many guests turned up on the night itself.



The Must-Have Skills of the Future?

Economic outlook and employment trends remain positive. The increased need for regulatory compliance increases management's demands and expectations on finance and audit professionals to value-add in a changing workplace. The role of internal auditor has changed dramatically and as such the demands of an internal auditor's leadership skills are increasing. The internal auditor is moving from Backroom to Boardroom, from Bean Counter to an Advisory Role, working as a true business partner. The CI"A" is evolving into a value-added "Advisor"

Robert Half's Financial Directions Survey 2007 where over 5,000 finance & audit professionals were polled across 18 countries, showed:

Which leadership skills will be most important for internal auditors in the future?

Technology Skills	28%
Strategic / decision-making	27%
Interpersonal Skills	22%

Critical Leadership Skills are three-fold:

1. Communication
 - Written and verbal; fluent in foreign languages; culture sensitive
 - Translate data for non-financial audience
2. Interpersonal
 - Persuasion, diplomacy, negotiation skills
 - Teambuilding, coaching, mentoring
3. Managerial
 - Strategic planning, decision making
 - Motivate people, manage projects

The results from Robert Half International's Global Workplace Survey showed that the soft skills are becoming more and more important to the new-age internal auditor:

What are the most important skills a financial/audit should have?

Communication Skills	46%
Open-minded Attitude	35%

A survey was conducted among the attendees at the recent IIAS Membership Night to gather insights on their general perception on the demands of leadership skills of an internal auditor today. 30% of the attendees surveyed indicated Team/People Management Skills as the most important skill that their employer would consider most when hiring and it is also the skill they would like most to acquire or improved on. 90% of the attendees surveyed felt that their current employer placed more emphasis on leadership skills more than ever before. Interestingly, 41% of the attendees surveyed expected to gain the above skills through their current employer. According to a recent Robert Half International's Global Workplace Survey, the majority of companies (87%) globally do not believe it is necessary to involve employees in company decisions whilst 25% of companies surveyed do not take their employees' views into account when developing their company values or mission statement. Globally, 27% of companies surveyed used their company culture as a retention tool.

~ This article was contributed by Robert Half. It is partly based on the results of the survey conducted during Membership Nite.

Feedback on IIAS Services



A survey was carried out in May 2007 during the membership renewal. The main objective of the survey was to seek feedback from members on the quality of services provided by IIAS and areas for improvement.

A total of 922 survey questionnaires were sent to individual and corporate members together with the membership renewal form and we received 567 forms, or 61.5% response rate. The results were collated and summarised under various topics such as CPE reporting,



exam registration, content of eNewsletters, library services, secretariat services and website services. On average 75% of the respondents had rated IIAS as Good to Excellent in the above areas.

Respondents have also requested for more industry specific courses and roundtables to be organised in the areas of banking, manufacturing, hospitality and gaming. Following members' feedback, the IIAS had initiated the organisation of roundtables for the members but the responses were lukewarm. The IIAS website will be enhanced and do look out for the launch date in the next issue of our newsletter.

IIAS would like to thank members for your invaluable time and feedback, and we will strive to serve you better.

LIBRARY – NEW BOOKS!

S/N	Title	Author
1.	Global Technology Audit Guide (GTAG) - Identity and Access Management	Frank Bresz / Tim Renshaw / Jeffrey Rozek / Torpey White
2.	Global Technology Audit Guide (GTAG) - Auditing Application Controls	Christine Bellino / Steve Hunt
3.	Internal Audit Handbook: Management with SAP-Audit Roadmap	Henning Kagermann / William Kinney / Karlheinz Kuting / Claus-Peter Weber
4.	The IIA Research Foundation Handbook Series – Auditing Human Resources	Kelli W. Vito, SPHR, CCP
5.	Get Ahead – Mind Map your way to success	Vanda North & Tony Buzan
6.	Essentials: An Internal Audit Operations Manual (CD Rom)	Archie R. Thomas
7.	Auditor's Guide To Information Systems Auditing	Richard Cascarino
8.	Extraordinary Circumstances: The Journey of a Corporate Whistleblower	Cynthia Cooper
9.	Sarbanes-Oxley for Small Business: Leveraging Compliances for Maximum Advantage	Peggy M. Jackson
10.	Sarbanes-Oxley Ongoing Compliances Guide: Key Processes and Summary Checklists	Anne M Marchetti
11.	Ethics and Compliance: Challenges For Internal Auditing	Curtis C. Verschoor
12.	Auditor's Risk Management Guide: Integrating Auditing and ERM (2005)	Paul J. Sobel
13.	Internal Auditing: Assurance & Consulting Services	Kurt F. Reding/ Paul J.Sobel/ Urton L. Anderson/ Michael J. Head/ Sri Ramamoorti/ Mark Salamasick
14.	Quality Assessment Manual – 5th Edition	IIA
15.	CIA Review Parts 1 to 4, 13th Edition	Irvin N. Gleim

UPCOMING EVENTS CALENDAR

Dates	Events	Instructor
May		
20 to 23 May	Operational Auditing	Eric Lim
June		
23 to 24 Jun	Champion Change	Jeffrey Berk
July		
10 Jul	Fraud, Money Laundering and Terrorist Financing	Sandra Abigail



Events At A Glance!

Dec 07 to Mar 08



Above: Participants at the Tools and Techniques for Internal Auditors held on 28 and 29 January 2008.



Above: Good Morning everyone! Lets' get up and do some exercises...Participants at the Solution Thinking and Creativity workshop held on 19 and 20 February 2008.



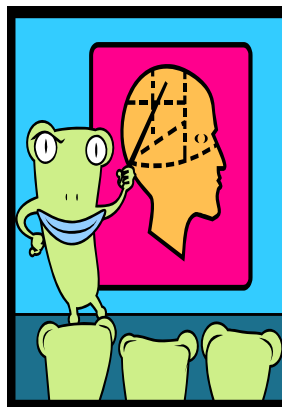
Above: "How do I value add to my audit?" "Hmmm...have more coffee breaks like this with your auditees." ...Participants at the Adding Value Using Risk Based Auditing held on 28 and 29 February 2008.



Above: Break Time! Networking Time! Best time when you are attending a course... Participants at the Adding Value Using Risk Based Auditing held on 28 and 29 February 2008.



Above: Impressive! Are you sure after completing this 2-day Mind Mapping workshop, my thoughts can be more organized and memory improved?...Participants at the Mind Mapping workshop held on 13 and 14 March 2008.



Above: Winnie Ang, Instructor for Mind Mapping in Audit answering the participants' doubt: "Well, with some practice, I am sure everyone can improve their memory using the Mind Mapping approach. Just remember no. 1 for Candle, no. 2 for Swan..."





On a lighter note...

What is the four-letter word that will invoke an auditor's disgust?

DROP!

What would be a bestselling book in the audit world?

"How to write an audit finding in 1 paragraph"

What would be its sequel?

"How to prepare for an audit committee meeting in 4 hours"!

Name the most popular type of notes that almost all auditors would use.

Sticky notes.



IIA Annual Conference 2008
"Data Quality and Integrity"
30-31 Oct 2008, Grand Hyatt
Watch for it!



Northern Trust

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Founded in Chicago in 1889, Northern Trust is one of the world's leading financial institutions. We specialise in providing asset servicing solutions and asset management to both institutional and personal clients. The delivery of products and services to this client base is supported through a network of offices around the globe.

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