



INTERNAL AUDIT IN A POST PANDEMIC WORLD

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October 25, 2021

IIA GLOBAL STRATEGIC PLAN — ENHANCING MEMBER ENGAGEMENT



THE WHY

According to The IIA's OnRisk 2022 Report, **Talent Management** is one of the 12 risks likely to affect organizations in 2022. This includes:

- Increased need for acceptance of remote operations
- Continued dynamic labor conditions
- Redefining how work gets done

This risk not only impacts our organizations but also our internal audit teams as we work to identify, acquire, upskill and retain the right talent to achieve our objectives.



INVESTING IN THE NEXT GENERATION

- ISEP programs, but also connecting earlier
- Openness to generational differences
- Mentoring (traditional and reverse)
- Community building
- Flexibility and innovation



CREATING DIVERSE AND ENGAGED COMMUNITIES

- Foster and sustain a diverse, equitable and inclusive culture and environment across The IIA network
- Develop and cultivate diversity, equity and inclusion initiatives globally through collaboration and influence
- Develop and deliver a diversity, equity and inclusion governance framework to aid internal audit activities in providing objective advice and assurance



HELPING PEERS BETTER CONNECT



- Mentoring programs
- Task forces and committees targeted to different groups with curated resources
- Gamification



EXPANDING OPPORTUNITIES TO VOLUNTEER

- Advisory committees
- Ad hoc volunteer opportunities
- Virtual, in-person and hybrid opportunities

INTERNAL AUDIT POST PANDEMIC



CRITICAL FOCUS AREAS



- Agility
- Technology risks
- ESG Risks
- Embracing the “Next Normal”

AGILITY

Agile – able to move quickly and easily

Agile Internal Audit – the mindset an Internal Audit function will adopt to focus on stakeholder needs, accelerate audit cycles, drive timely insights, reduce wasted effort, and generate less documentation





BENEFITS OF AGILE



- **Rapid planning** processes and task prioritization
- Allows IA to continually **respond to changing needs**
- **Accelerated delivery** cycles



KEY AGILE SKILLS



- Ability to **cut through unnecessary work** and focus only on essential work
- Sound **judgment under pressure** and the ability to remain calm under stress
- Ability to **think and make decisions quickly** as circumstances change rapidly
- High level of **adaptability** in order to accept change and reduce unnecessary confusion and risk



TECHNOLOGY RISKS



According to The IIA's OnRisk 2022 Report, of the 12 risks most likely to impact organizations in 2022, several are related to technology:

- Cybersecurity
- Data Privacy
- Disruptive Innovation



ESG RISKS



According to The IIA's OnRisk 2022 Report, of the 12 risks most likely to impact organizations in 2022, several are related to ESG:

- Environmental Sustainability
- Social Sustainability
- Organizational Governance



EMBRACING THE “NEXT NORMAL”

- Innovative approaches for gathering and analyzing evidence
- Use of technology
- Virtual meetings
- Focus on emerging risks
- Remote work

FUNDAMENTAL SOFT SKILLS POST PANDEMIC



OVERVIEW OF THE FUNDAMENTALS

Relationship
Building

Communication

Teamwork

Critical
Thinking

Quality



RELATIONSHIP BUILDING

- Develop Rapport
- Cultivate Trust
- Understand the Industry
- Seek Regular Feedback



PREFERRED COMMUNICATION MEDIUM

Face to
Face

Video Call

Phone

Email

Text

Instant
Messaging

Slack

Other



COMMUNICATION- AUDIT REPORTS

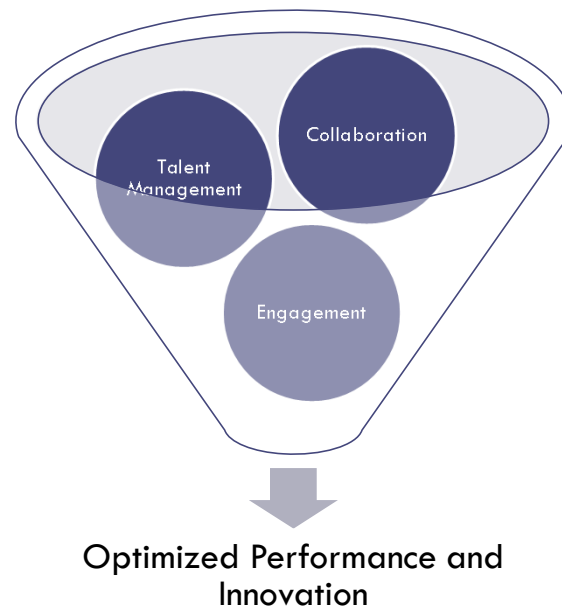
○ Mobile friendly?

○ Charts, graphs, visuals

○ Would you want to read?

○ Timely?

TEAMWORK





ANALYTIC AND CRITICAL THINKING



- Understand the business
- Move beyond checklists
- “Trust but verify”
- Actively seek to expand your knowledge
- Be a problem-solver



QUALITY



- Safeguards our seat at the table
- Key to conformance with the Standards
- Audit plan and audit activities must be focused on key risks of the organization
- Flexible, nimble, responsive

THANK YOU