

PwC Internal Audit Academy

2011 Syllabus



Overview

PwC is pleased to offer a programme of courses on key issues and core skill areas that are affecting internal auditors and organisations today.

PwC has one of the largest teams of audit and financial trainers in the UK, who are at the forefront of training design and delivery. Our Assurance practice is also one of the largest providers of Internal Audit services to both the public and private sectors in the UK.

Combining both of these credentials with the growing demand for highly competent internal auditors has led to the establishment of our internal audit training group.

Our calendar of courses is as follows (detailed course summaries are in the accompanying pages). All courses will take place in our Belfast office: 8 Laganbank Road, Belfast, BT1 3LR.

23 Jun	<i>Internal Audit of the Procure to Pay process</i>	<i>This course will enable participants to perform detailed control based audit across the P to P process, with special focus on local public sector requirements.</i>
30 Jun	<i>Internal Audit of Financial Controls and Budgets</i>	<i>This course looks at the key elements of robust financial controls and budgets and how to focus and address key audit risks.</i>
28 Jul	<i>IT Boot Camp for non-IT Internal Auditors</i>	<i>Participants will be equipped with sufficient knowledge to discuss the potential technology related risks that maybe present in the business environment and to ask relevant questions of management to ascertain whether such risks are present and to gain an understanding of the controls required to these risks.</i>
4 Aug	<i>Effective Report writing for Internal Auditors</i>	<i>This course provides best practice guidance with regard to Internal Audit report writing.</i>
18 Aug	<i>Internal Audit of the Data Protection Act and Freedom of Information Act</i>	<i>This course will provide IA staff with sufficient knowledge and understanding to perform a DPA and/or FOI audit. Updating participants on the threats and risks of a data breach from both legal and operational perspectives.</i>
1 Sept	<i>Internal Audit of Business Continuity Management and Disaster Recovery</i>	<i>This course looks at the key components of a robust Disaster Recovery Plan and how to effectively create and audit such plans.</i>
22 Sept	<i>Risk Based Internal Auditing</i>	<i>The course looks at how to effectively prepare and conduct risk based internal audit programmes, from assessing the risk of maturity of an organisation to performing individual assignments under a risk based audit plan.</i>
June & Nov	<i>Accredited exam training programmes for the Institute of Internal Auditors</i>	

Costs

Courses are £295 each (excluding VAT) except for the accredited Chartered Institute of Internal Audit exam training programmes where price is dependent on the module being undertaken (prices are listed separately on the appropriate page).

A special price of £1,000 (excluding VAT) is available for a block booking of four separate courses.

Overall membership of the Academy is priced at £1,750 (excluding VAT). This allows the member to attend all seven courses.

To book on a course, please complete the booking form attached to this document and email this to internal.audit.training@uk.pwc.com . For further information please call **Anita Atkinson** on 02890 41 5144 or **Gareth Robinson** on 02890 415313.

We also have an extended syllabus covering the following courses, which are run dependent on demand:

- Internal Audit of Contract Management
- Internal Audit of Travel and Expenses
- Delivering effective 'Value for Money' audits
- Internal Audit of Human Resources and Payroll
- Internal Audit's role in Preventing and Detecting fraud
- Communicating and Listening as an Internal Auditor
- Influencing and Improving your Business Impact
- Effective Internal Audit Management

Please contact **Anita Atkinson** on 02890 415144 or **Gareth Robinson** on 02890 415313 if you would like more information on these events and/or would like to register your interest in attending.

Internal Audit of the Procure to Pay Process

<i>Date</i>	<i>Time</i>	<i>Venue</i>	<i>Cost</i>
23 June	9.30am – 4.30pm	PwC's Belfast Office	£295 (plus VAT)

To enable participants to perform a detailed control based audit across the Procure to Pay Process (PtoP).

Internal auditors are increasingly now expected to be able to provide assurance with regard to procurement compliance and value for money. Compliance requirements in this area are becoming increasingly complex and cumbersome.

This course goes through the end to end audit process and provides key learning on spotting compliance problems and using Internal Audit as a driver for change and value.

Course Objective

This one day course will assist you in being able to perform detailed control based audits across the P to P process, with a specific focus on public sector requirements.

Who should attend?

The course is aimed at senior internal auditors and managers and other providers of assurance who wish to increase their knowledge of procurement to add value to their business or organisation.

How will this course benefit you?

This course will assist participants in becoming efficient at identifying the key processes of procurement in their business and in assessing the effectiveness and appropriateness of procedures and controls surrounding those procurement procedures. Specific areas included in the course content include procurement policies; monitoring of vendor performance; management of third party contractors; governance arrangements; and tendering and 'best price' procedures.

Course programme

This is a participative one-day course that will include face-to-face training, workshop sessions and exercises.

<p>Procurement Basics</p> <ul style="list-style-type: none"> What triggers the purchasing decision? Assessment of policy appropriateness Highlighting key risks 	<p>Structuring Audit Assignments</p> <ul style="list-style-type: none"> Defining objectives Milestone planning Testing delivery
<p>End to End Process Mapping</p> <ul style="list-style-type: none"> Good practice process mapping 	<p>Compliance with Policy and Legislation</p> <ul style="list-style-type: none"> Matching exceptions to legislation How important are the issues you have found?
<p>Identification and Testing of Key Controls</p> <ul style="list-style-type: none"> Sample selection Controls that make a difference and identification of fraud 	<p>Monitoring of Compliance</p> <ul style="list-style-type: none"> Key ideas for improvement recommendations Structured approach to reporting and presentations
<p>Data Gathering (Fact Finding)</p> <ul style="list-style-type: none"> Data gathering techniques Fact finding interviews and questionnaires 	<p>Value for Money</p> <ul style="list-style-type: none"> Identifying economies of scale Making a difference as Internal Audit

Internal Audit of Financial Controls and Budgets

<i>Date</i>	<i>Time</i>	<i>Venue</i>	<i>Cost</i>
30 June	9.30am – 4.30pm	PwC's Belfast Office	£295 (plus VAT)

Good financial and budgeting controls underpin any business or organisation. The ability to audit these robustly is a key skill for any internal auditor. All organisations need a sound financial control environment to assist in meeting corporate objectives.

Course Objective

This aim of this one day course is to enable participants to gain a greater awareness of the financial fraud risks facing organisations, gain updates on current legislation and best practice and understand the role of internal audit in auditing financial controls.

Who should attend?

Internal auditors, risk managers, finance officers and other professionals, who require a greater understanding of auditing, and reviewing financial controls.

How will this course benefit you?

The course provides an overview of the main financial controls that underpin any organisation. It not only provides the internal auditor with an overview of how to audit these controls, it also asks questions regarding control design and efficiency.

Budgetary development and analysis plus the role of Internal Audit in challenging budget development assumptions is also covered.

Course programme

This is a participative one-day course that will include face-to-face training, workshop sessions and exercises.

Financial control overview Understanding the control environment Deciding on the important financial controls for review	Understanding structured budgets Reviewing the budgeting decision Challenging the numbers and Internal Audit's role in cost control Reviewing budget construction and accuracy
Reviewing the design of Financial Controls Internal audit plan and process Does the control activity meet the objective – is there a better way?	Reporting and Compliance Recommendations for improvements Suggesting efficiency in the compliance decision
Testing operational effectiveness A suggested approach for adequate testing Using technology to speed up the audit process Reviewing deficiencies and assessing their impact	Using Internal Audit to drive Financial efficiency Challenging historic practice and focusing on key controls How much control is sufficient for robust assurance?

IT “Boot Camp” for Non-IT Internal Auditors

<i>Date</i>	<i>Time</i>	<i>Venue</i>	<i>Cost</i>
28 July	9.30am – 4.30pm	PwC’s Belfast Office	£295 (plus VAT)

In the modern world IT arrangements are critical for virtually all organisations. Controlling the IT environment becomes key and having staff trained in the art of IT audit is equally important.

Course Objective

This aim of this one day course is to enable participants to gain a greater awareness of the IT risks facing organisations, gain updates on testing procedures and key controls needed to ensure a robust control environment and understand the role of internal audit in testing IT Controls.

Who should attend?

Internal auditors, risk managers, and IT professionals who require a greater understanding of auditing an IT control environment and addressing the key risks therein.

How will this course benefit you?

This course will present an outline of the key tasks to assess the IT environment supporting the key financial processes within a business. These tasks include the following:

- Change management – how changes to financially significant applications and operating systems are managed
- Access to programs and data – how access to financially significant applications is controlled
- Computer operations – procedures for backing up information and measures taken to secure financially significant data from loss/corruption
- Program development – how new applications/operating systems are introduced.

Course programme

This is a participative one-day course that will include face to face training, workshop sessions and exercises.

<i>The 8 areas of a strong IT Control Environment</i> Assessing where your organisation sits on the control environment spectrum Benchmarking against best practice and other local organisations	<i>Detailed testing</i> Program Changes Access to Programs and Data Auditing computer operations System development lifecycles and program development
<i>Assessing the role of third party support in the IT Audit</i> Third party testing and right of audit The use of self-assessment	<i>Report Issues and designing solutions</i> Assessing testing exceptions Providing IT solutions from Internal Audit
<i>Using Monitoring Tools</i> Testing IT Security using electronic support An introduction to CAATs	<i>The Future of IT Internal Audit</i> Global advances in IT audit and how to stay ahead of the game

Effective Report writing for Internal Auditors

<i>Date</i>	<i>Time</i>	<i>Venue</i>	<i>Cost</i>
4 August	9.30am – 4.30pm	PwC's Belfast Office	£295 (plus VAT)

Delivering the key messages in any internal audit report is vital for the continued success and legitimacy of internal audit functions. The delicate balance between reporting factual findings accurately but in a written style that is acceptable to management is a necessary skill for the internal auditor.

Course Objective

This course aims to provide participants with a more assured, assertive and positive approach to producing internal audit reports. The course will use specific internal audit situations and look at key considerations and tips on report writing and transferring internal audit messages.

Who should attend?

Senior internal auditors and auditors who are tasked with either writing or reviewing reports.

How will this course benefit you?

This course will assist internal auditors in determining how to achieve management buy-in and which methods of reporting to use based on the different reporting needs of various stakeholders from line management through to the Audit Committee. It will explain how to pitch reports for various stakeholders and focus on delivering difficult messages through the Internal Audit report.

Course programme

This is a participative one day course that will include face to face training, workshop sessions and exercises.

Reporting Basics

Basic report structures
Advanced reporting and audit committee reporting

Delivering difficult messages

Using the report to your advantage in delivering bad news
How to word a report when serious failings have been discovered

Communication Skills

Understanding an audit exception
Providing a value added recommendation which addresses the control gap
Prioritising the issues
Assessing the audit area in totality and providing an overall assurance rating

Putting into Practice

Skills practice sessions using case study and real life scenarios
Break out sessions to review good practice report styles and lessons learned.

Internal Audit of the Data Protection Act and Freedom of Information Act

<i>Date</i>	<i>Time</i>	<i>Venue</i>	<i>Cost</i>
18 August	9.30am – 4.30pm	PwC's Belfast Office	£295 (plus VAT)

Data security breaches are causing untold reputational and financial damage to organisations throughout the UK. Lost disks to stolen laptops data loss and compliance with the Data Protection Act are now key items on the Board agenda. Furthermore the requirements of Freedom of Information legislation impact many organisations. Understanding the role of Internal Audit in assuring these processes is vital to success.

Course Objective

The aim of this one day course is to give participants greater awareness of how to effectively structure an audit of data protection and freedom of information. Further, the course will enable participants to articulate how internal audit can add value to the internal compliance regime in both areas.

Who should attend?

Internal auditors and managers who are responsible for assessing or auditing compliance with data protection and Freedom of Information legislation and who need to establish whether these risks are being appropriately controlled.

How will this course benefit you?

This course will provide an overview of key legislation relating to Data Protection and the Freedom of Information Act, together with recently published guidance on 'Information Assurance'. The workshop will also seek to discuss information held and processed at a high level, together with the risks associated with that information and the respective roles and responsibilities governing it. This includes disposal and retention guidelines and policies; records management policies; storage of sensitive information; Freedom of Information procedures and disclosing of information outside of one's organisation; and contingency arrangements.

At the end of the course, participants will have a comprehensive understanding of the measures needed to facilitate compliance with the Data Protection Act; to measure and improve compliance within an organisation's data protection system; provide information for data protection system review and improve customer satisfaction within an organisation by reducing the likelihood of errors leading to a complaint.

Course programme

This is a participative one day course that will include face to face training, workshop sessions and exercises.

<i>Overview of the DPA</i> 8 Principles Data access requests Organisational and individual responsibilities	<i>Scoping the review</i> Tips and techniques on reviewing DPA and FOI The impact of Third parties Delivering a complete and effective audit
<i>Overview of FOI</i> What the legislation means and where it applies Publication scheme requirements	<i>Reporting exceptions</i> How to deal with compliance exceptions and raising issues. Appropriate reporting and value added recommendations

Internal Audit of Business Continuity Management and Disaster Recovery

<i>Date</i>	<i>Time</i>	<i>Venue</i>	<i>Cost</i>
1 September	9.30am – 4.30pm	PwC's Belfast Office	£295 (plus VAT)

A primary risk that organisations face is ensuring the survival of their business in the face of an incident. Internal audit departments have an important role to play in ensuring that business continuity and disaster recovery plans are fit for purpose and have been robustly designed and tested.

Course Objective

This aim of this one day course is to enable participants to review their current business continuity plans and understand how to effectively audit these plans. The course also seeks to provide an understanding of the differences between business continuity and disaster recovery and highlight key issues and considerations for both of these essential activities.

Who should attend?

Internal auditors who are required to review and assess the adequacy of business continuity and disaster recovery plans or employees who have been tasked with developing/ updating the disaster recovery plans for their organisations.

How will this course benefit you?

After completion, participants will be able to de-construct a business continuity plan whilst taking account of pertinent risks which would be inherent in their organisations, and also receive the tools and techniques to effectively audit those plans. They will also be able to articulate the key differences between business continuity and disaster recovery and highlight key issues and considerations for them both.

Course programme

This is a participative one-day course that will include face-to-face training, workshop sessions and exercises:

<i>The Case for Business Continuity Management</i> BCM Cause and Effects Phases of recovery Continuity Management – Where are you? Legislation and Standards	<i>Structure of a Business Continuity Plan</i> Plan structures Plan development Key considerations and common risks Tools and techniques 10 ways to improve your plan
<i>Business Continuity Management</i> The Lifecycle Developing the Strategy Business Impact Review Recovery Options Development and testing	<i>Auditing Business Continuity and Disaster Recovery Plans</i> The role of the internal auditor Audit plans and key controls Assessing and reporting exceptions Practical recommendations to make a difference
<i>Disaster Recovery</i> BCM versus disaster recovery Specific Disaster Recovery considerations	

Risk Based Internal Auditing

<i>Date</i>	<i>Time</i>	<i>Venue</i>	<i>Cost</i>
22 September	9.30am – 4.30pm	PwC's Belfast Office	£295 (plus VAT)

Risk Based Internal Auditing (RBAI) enables internal audit to provide objective assurance on the effectiveness of an organisation's risk management framework, including the management of key risks. Risk management is an important concept for all organisations and this course shows how to apply risk management principles to internal auditing approaches and focuses on the biggest risks an organisation faces as part of the annual Internal Audit Plan.

Course Objective

This one day course gives internal auditors the ability to apply risk based internal auditing principles to audit assignments.

Who should attend?

Audit directors, audit managers, audit team leaders and internal auditors who want to initiate risk based auditing in their organisations or improve their current internal audit processes. Internal auditors who want to improve their skills in risk based auditing approaches.

How will this course benefit you?

After completion, participants will be able to articulate the concepts of risk based auditing, assess their organisation's risk maturity and understand the consequence of differing risk appetites on the internal audit plans.

Participants will also understand how to plan audit assignments using a risk based methodology.

Course programme

This is a participative one day course that will include face to face training, workshop sessions and exercises.

<i>What is risk based internal auditing?</i> Key Principles The stages of RBAI Assurance Frameworks	<i>Developing the Plan</i> Developing the RBIA plan Key Considerations Scoping the work to be performed
<i>Assessing organisation's risk maturity</i> Risk Management Risk Strategy and Appetite Risk Registers and the value they bring Impact on the audit approach	<i>Individual Audit Assignments</i> Objectives, risks and controls Testing and evidence Reporting of issues

Booking information and conditions

How to book

A booking form has been attached to the back of this document. Booking requests can also be made by email on internal.audit.training@uk.pwc.com or by calling **Anita Atkinson** on 02890 415144 or **Gareth Robinson** on 02890 415313.

Please note that when we have received a completed booking form, your place on a course is confirmed. Once we have received a booking form, we will send you a confirmation email within five working days.

Joining instructions will be issued two weeks prior to the course.

If a course is fully booked, you will be notified at the time of booking.

Payment

Payment must be received before the start of the course or within 30 days of invoice date, whichever is the sooner. Payment methods can be discussed at the time of booking.

Special Requirements

If you have a disability or a medical condition that requires special arrangements to be made, please state your requirements at the time of booking. Every effort will be made by PwC to accommodate special requirements that have been notified.

Cancellations and non-attendance

If you notify PwC in writing or via email up to ten working days before the start of the course, you will receive a full refund less an administration fee of 20%. If you withdraw for any reason within the ten day period then the fee will remain payable in full, although you will be entitled to nominate a substitute attendee in your place.

If you fail to attend the course on which you are registered and have not given notice to PwC then the course fee will remain payable in full.

Cancellation by PwC

PwC reserves the right to alter published programmes, speakers and fees without prior notice. In such cases liability will be restricted to a refund of any course fee paid.

PwC Internal Audit Academy Booking form

Please return the form to internal.audit.training@uk.pwc.com or post this to Anita Atkinson, PwC, 8 Laganbank Road, Belfast, BT1 3LR.

<i>Name</i>	
<i>Position</i>	
<i>Company</i>	
<i>Address</i>	
<i>Postcode</i>	
<i>Telephone</i>	
<i>Email</i>	
<i>Authorising line manager (if required)</i>	

I wish to be enrolled on the following courses (please tick your selection):

<i>Internal Audit of the Procure to Pay Process</i>	23 Jun	<input type="checkbox"/>
<i>Internal Audit of Financial Controls and Budgets</i>	30 June	<input type="checkbox"/>
<i>IT Boot Camp for Non-IT Internal Auditor</i>	28 Jul	<input type="checkbox"/>
<i>Effective Report Writing for Internal Auditors</i>	4 Aug	<input type="checkbox"/>
<i>Internal Audit of Data Protection and Freedom of Information Act</i>	18 Aug	<input type="checkbox"/>
<i>Internal Audit of Business Continuity Management and Disaster Recovery</i>	1 Sept	<input type="checkbox"/>
<i>Risk Based Internal Auditing</i>	22 Sept	<input type="checkbox"/>

Courses are £295 (plus VAT) each or £1,000 (plus VAT) for a block booking of four courses. Alternatively Internal Audit Academy Membership covers attendance at all seven courses for £1,750.

I enclose a cheque made payable to PricewaterhouseCoopers LLP for £ _____.
A receipted invoice will be issued along with the joining instructions on payment of the course fee.

My employer has agreed to pay my fees. Please invoice them directly.
The purchase order number that should be quoted is _____.

Also Available from PwC

Accredited Training Programmes for the Diploma in Internal Audit from the Chartered Institute of Internal Auditors

Commencing February 2011 for the June exam sitting/ September 2011 for the November sitting

(Four to Five days of classroom based tuition, with one day of tuition every two to three weeks leading to the exam).

PwC is an accredited tuition provider for the Institute of Internal Auditors in UK and Ireland for the following qualifications:

- IIA Diploma in Internal Audit Practice.
- IIA Advanced Diploma in Internal Auditing and Management.

Our team of skilled professional trainers has been successfully delivering these training programmes since 1999 and PwC is an established tuition provider throughout the UK and Ireland. We are the only accountancy firm accredited to deliver this training in the UK and Ireland.

The benefits

Our well established training methodology is popular with employers and students alike.

Employers appreciate:

- *A professional approach to student development.*
- *A programme delivered over a three to four month period, minimising disruption to audit planning.*

Students benefit from:

- *An encouraging and stimulating learning environment.*
- *A well structured programme which allows for personal study between each tuition day.*

The Internal Audit Tuition Programme

We currently deliver training in Belfast and London; however we also offer in-house courses for larger organisations which can be delivered onsite if requested.

Students enrolling on the courses will receive:

- *Four classroom tuition days (Five tuition days for P2 and M2) delivered over a three to four month period.*
- *IIA study text (Diploma only)*
- *Comprehensive study pack comprising slides, additional handouts, past questions and solutions and topical articles.*
- *Guidance on exam techniques.*
- *Continual assessment and feedback on course assignments and a mock examination.*
- *Online mentoring support from experienced trainers.*

Cost

The cost per module is £1,295 plus VAT (£1,595 for P2 and M2). Cost includes light refreshments and lunch.

For further information on our accredited exam tuition programmes, please contact Anita Atkinson on 028 9041 5144 or send an email to internal.audit.training@uk.pwc.com.

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