

*The 17th Annual*

# SuperStrategies

*Audit Best-Practices Conference*

April 24-26, 2006

**Orlando, FL**

Hilton Disney World  
Resort

*Optional Workshops*

April 23, 26 & 27

*Expo*

April 24 & 25

*FRAUD SUMMIT*

April 23

*Focus on fraud prevention,  
detection, and investigation at  
this unique, full-day program!*

## Don't Miss These First-Class Keynotes...

### Jakob Stausholm

Chief Internal Auditor, Shell  
International Limited



### Kurt Eichenwald

Senior Writer, The New  
York Times; Author,  
*Conspiracy of Fools*



### Edward Robinson

CPA, CSP, Motivational  
Speaker; Chief Executive  
Officer, The Robinson  
Performance Group



### Michael Head

CPA, CIA, CMA, CISA,  
CBA, Managing Director,  
Corporate Audit,  
Ameritrade Holding  
Corporation



## For Practitioners...By Practitioners

### Topics for the Times

- Applying lessons learned from 12/31/05 closings
- Embedding SOX into your control environment
- Developing an enterprise-wide risk management program
- Proactively identifying and fighting fraud
- Creating an annual plan that balances compliance with other audit priorities

### Tried and True Solutions

- Ensuring management accountability and ownership of controls
- Conducting high-impact audits: employee benefits, executive compensation, the governance function, and construction projects
- Working effectively with the Audit Committee and executive management
- Adding qualitative and quantitative value to the organization

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The 17th Annual

# SuperStrategies

*Audit Best-Practices Conference*

Dear Colleague:

For 17 years, *SuperStrategies* has been the audit industry's leading conference. Developed for practitioners by practitioners, *SuperStrategies* features high-level audit professionals from top organizations who will share tested strategies, practical ideas, and the best practices needed for world-class auditing. You'll benefit from an information-packed program that covers the core competencies of smart auditing as well as new approaches for managing the demands of today's highly-regulated business environment.

## Everything You Need to Implement a Successful Audit Strategy

Selected for their expertise and experience, hands-on audit professionals will share how they are maintaining ongoing compliance efforts, adding value to their organizations through audit services, and implementing an enterprise-wide risk management program. You'll return to the office equipped with the skills to take audit to the next level, including:

- Proactively identifying potential risks and exposures
- Balancing the expectations of the Audit Committee and executive management
- Issuing audit reports that generate action
- Auditing the governance function
- Increasing efficiency on a day-to-day basis
- Addressing the critical SOX issues beyond 404
- And much more!

## Take Advantage of Everything SuperStrategies Has to Offer

With over 60 sessions, optional workshops, the *Fraud Summit*, and the Expo, *SuperStrategies* offers a packed program with exciting extras that will round out your learning experience and enable you to stay at the top of your game. To make it easy on your training budget, we offer special discounts. (See page 19 for details.)

**Super Pass:** You'll have access to *SuperStrategies*, the Expo, the *Fraud Summit*, and one workshop per time slot. Save over \$700!

**Team Up for Savings:** When three people from your organization register for the conference, a fourth attends FREE!

Make your plans to attend the *17th Annual SuperStrategies Audit Best-Practices Conference* today! I look forward to hosting you in Orlando.



*Joel F. Kramer, CPA*

*Conference Chair*

*Managing Director*

*Internal Audit Division*

*MIS Training Institute*

## Who Should Attend

**Internal Audit Directors,  
Managers, and Staff**

**External Auditors**

**Ethics/Compliance Officers**

**Financial Managers**

**Controllers**

**Risk Managers**

**Business Managers**

**IT Auditors**



To Register

Call 508.879.7999

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Fax 508.872.1153

## Money-Saving Offers!

**The Super Pass** The Super Pass is your key to everything *SuperStrategies* has to offer at a discounted price! With the Super Pass, you can attend sessions, one optional workshop per time slot, the *Fraud Summit* and the Expo. You'll save over \$700! (*This savings cannot be combined with other discounts.*)

**Conference & Fraud Summit** If you want to attend the *SuperStrategies Conference* and the *Fraud Summit* only, register for this package and save \$95!

**Team Up for Savings Discount** To help you get maximum benefit, we make it easy on your training budget to send a team. When three people from your organization attend at the regular conference rate of \$1395, a fourth attends FREE. (*All registrations must be made and paid for at the same time.*)

## Conference Special Features...

### Experts Everywhere

High-level audit practitioners from top organizations will share proven strategies, hard-won lessons, and practical advice.

### Networking with Peers and Pros

At *SuperStrategies*, you'll not only take part in mind-expanding discussions during sessions, but you'll have the opportunity to talk shop during receptions, luncheons, exhibits, and refreshment breaks. Don't miss this prime opportunity to network with your colleagues and turn our speakers into your personal consultants.

### In-Depth Optional Workshops

Optional workshops before and after the conference will allow you to maximize learning and leverage travel dollars. For details, see pages 6 and 7.

### Targeted Tracks

You can tailor your learning experience by choosing sessions organized into eight focused tracks: Audit Committee Management, Audit Director, High-Impact Audits, Governance, Ethics & Fraud, Great Internal Audit Tools, Small Departments, Sarbanes-Oxley Implementation, and Sarbanes-Oxley Strategies.

### Fraud Summit: April 23

Hone in on key fraud challenges and explore how leading organizations are decreasing risk and taking control. You'll learn how to investigate fraud so evidence will hold up in court, and discover ways to leverage today's technology solutions. It's a day of learning you can't afford to miss!

### Continuing Education Credits

All conference participants are eligible to receive 18 hours of Continuing Education Credits which may be applied toward professional recertification requirements. Workshop participants receive 7 credits for each full-day session/*Fraud Summit* and 3 for a half-day. The conference meets continuing education requirements of the state boards of accountancy.

### SuperStrategies Expo: April 24 & 25

Explore today's hottest audit products and services at this expanded expo featuring high-profile companies. For more details, see page 18.

*For details on sponsorship opportunities at SuperStrategies and the Fraud Summit, contact Adam Lennon at (617) 722-0003 or [alennon@misti.com](mailto:alennon@misti.com).*

## Best Practices from the Best in the Business

Lockheed Martin Corp.  
Shell International Limited  
State Street Corp.  
Southwest Airlines Co.  
Wells Fargo  
Protiviti, Inc.  
Raytheon  
PricewaterhouseCoopers LLP  
Barclays Bank PLC  
Lowe's Companies  
Continental Airlines, Inc.  
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Nautilus, Inc.  
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Control Solutions International  
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Butterfield Bank, Bermuda  
Lifetime Healthcare Companies  
Biogen Idec  
AgFirst Farm Credit Bank  
Asea Brown Boveri, Inc.  
The Institute of Internal Auditors

# Conference-at-a-Glance

★  
Audit Committee  
Management

📺  
Audit  
Director

## Pre-Conference Optional Workshops

### Sunday, April 23, 2006

9:00 AM – 5:00 PM

- W1** Sarbanes-Oxley: Lessons Learned in 2005 and Strategies for 2006
- W2** Issuing Audit Reports That Generate Action
- W3** Applying ERM Beyond the Financial Reporting Cycle
- W4** IT Core Competencies That Every Audit Department Must Have

## Post-Conference Optional Workshops

### Wednesday, April 26, 2006

1:30 PM – 5:00 PM

- W5** Merging PCAOB and Process Flow Strategies
- W6** Audit Director's Roundtable

### Thursday, April 27, 2006

9:00 AM – 5:00 PM

- W7** Ethics and Management: Making Sound Decisions
- W8** Great Governance Beyond Section 404

## 2006 Fraud Summit

### Sunday, April 23, 2006

9:00 AM - 5:15 PM

*“Excellent choices — meets every department member's needs and addresses all sizes of departments.”*

- Becca Pollock, Director of Internal Audit, Brinker International

## Sunday, April 23, 2006

5:00 PM - 6:00 PM *Welcoming Reception*

## Monday, April 24, 2006

7:30 AM - 8:30 AM *Registration & Coffee*

8:30 AM - 10:00 AM *Welcome Address & Keynote Address: Doing*

10:30 AM - 12:00 PM

**1** Balancing Expectations of the Audit Committee and Executive Management

**2** Rebalancing Internal Audit

12:00 PM - 1:30 PM *Luncheon Keynote Address: The Changed Dir*

1:30 PM - 3:00 PM

**9** Benchmarking the Cost of Internal Controls Over Financial Reporting

**10** Proactively Identifying Potential Risks and Exposures **CASE STUDY**

3:00 PM - 6:45 PM *SuperStrategies Vendor Expo*

3:30 PM - 4:45 PM

**17** Training the Audit Committee About the Best Roles for Internal Audit

**18** Retaining Great People

4:45 PM - 6:45 PM *SuperStrategies Vendor Reception*

## Tuesday, April 25, 2006

7:30 AM - 8:30 AM *Registration & Coffee*

8:30 AM - 10:00 AM

**25** Situational Behavior: An Indicator for Audit Committees and Senior Management

**26** Enterprise Risk Management: Complacency Is No Longer an Option

10:00 AM - 2:00 PM *SuperStrategies Vendor Expo*

10:30 AM - 12:00 PM

**33** Auditing Fraud in the Corner Office

**34** Creating an Attitude of Change

12:00 PM - 1:30 PM *Luncheon Keynote Address: Dealing with Cha*

2:00 PM - 3:30 PM

**40** Attributes of Great Audit Committees

**41** Hiring Great People

4:00 PM - 5:15 PM **Panel Discussion: World-Class Auditing: 2006-20**

5:15 PM - 6:15 PM *SuperStrategies Reception*

## Wednesday, April 26, 2006

7:30 AM - 8:30 AM *Registration & Coffee*

8:30 AM - 9:15 AM *Keynote Address: How Ameritrade Developed a W*

9:30 AM - 11:00 AM

**48** Fifteen Key IT Risks the Audit Committee Should Ask the CIO

**49** Using Self-Assessment in SOX Compliance

11:15 AM - 12:45 PM

**56** Representations Every Audit Committee Should Expect from the Chief Audit Executive

**57** How a Risk-Based Audit Approach Improved Department Productivity

✓  
Sarbanes-Oxley  
Strategies

↑  
Sarbanes-Oxley  
Implementation

🔥  
High-Impact  
Audits

👤  
Governance,  
Ethics & Fraud

🔍  
Great Internal  
Audit Tools

AA  
Small  
Departments

**Right in the Era of Enron** *Kurt Eichenwald, Senior Writer, The New York Times; Author, Conspiracy of Fools*

<b>3</b> Internal Audit Owns Section 404 Testing <b>CASE STUDY</b>	<b>4</b> Partnership Between IT and Fraud Auditing Competencies	<b>5</b> Auditing the Governance Function	<b>6</b> Rooting Out Fraud <b>CASE STUDY</b>	<b>7</b> Making Auditors Great Presenters	<b>8</b> Making a Small Department World-Class
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**ection of Internal Audit at Shell** *Jakob Stausholm, Chief Internal Auditor, Shell International Limited*

<b>11</b> Remediating a Material Weakness	<b>12</b> Hotline Results: Internal Control Improvements	<b>13</b> Auditing Advertising Expenditures: Getting More Bang for the Buck <b>CASE STUDY</b>	<b>14</b> Data Mining for Fraud in the Revenue Cycle	<b>15</b> How FedEx Builds Customer Satisfaction into Its Audit Process <b>CASE STUDY</b>	<b>16</b> Year One: Starting an Internal Audit Department
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<b>19</b> Auditing the Entity-Level Control Process	<b>20</b> Minimizing a Materials Fraud Risk: Management Overrides	<b>21</b> Saving Millions Doing Vendor Audits	<b>22</b> A Non-Technical Audit Approach to Corporate Information Protection	<b>23</b> Planning Smarter with Data Analytics	<b>24</b> Innovative Staffing Solutions for Small Audit Departments
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<b>27</b> COSO Guidance for Small Business: It's Not Just for Small Business	<b>28</b> Reprioritizing IT Governance	<b>29</b> Ten Questions to Ask in Every Construction Project	<b>30</b> What Level of Assurance Should Internal Auditors Provide	<b>31</b> Assertiveness Training for Internal Auditors	<b>32</b> How a Small Department Adds Value Through Continuous Monitoring <b>CASE STUDY</b>
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<b>35</b> Conducting an IT Audit Global Risk Assessment	<b>36</b> Effective SOX Data Monitoring	<b>37</b> Controlling the Millions at Risk in Relocation Expenses	<b>30</b> What Level of Assurance Should Internal Auditors Provide <i>(Continued)</i>	<b>38</b> Implementing Operational Improvements from SOX Documentation	<b>39</b> Knowing the Business: A Critical Competency for Small Departments
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**ange** *Edward Robinson, CPA, CSP, Motivational Speaker; Chief Executive Officer, The Robinson Performance Group*

<b>42</b> Managing the Risks in Spreadsheets	<b>43</b> Knowing Your Key Controls to Minimize Testing	<b>44</b> Conducting a Risk-Based Employee Benefits Audit <b>CASE STUDY</b>	<b>45</b> How Ford Is Incorporating Governance into Its Global Audit Strategy <b>CASE STUDY</b>	<b>46</b> Effectively Promoting Internal Audit Throughout the Organization	<b>47</b> Tools and Techniques A Small Department Needs to Audit Entity-Level Controls
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**07 Moderator:** *Joel Kramer, CPA, Managing Director, Internal Audit Division, MIS Training Institute*

**World-Class Risk Management Program** *Michael Head, CPA, CIA, CMA, CISA, CBA, Managing Director, Corporate Audit, Ameritrade Holding Corporation*

<b>50</b> The Profits of Better Controls in a Not-for-Profit	<b>51</b> Rating Ourselves: Doing a Self Quality Assurance Review	<b>52</b> Large Dollar Recoveries in Health Benefits Audits	<b>53</b> Educating the Audit Committee About Fraud	<b>54</b> Preparing a Quality Assessment Review (QAR)	<b>55</b> Ten Big Things Small Departments Do Wrong
<b>58</b> Using Section 404 as a Basis for a Broader Control Environment <b>CASE STUDY</b>	<b>59</b> Year Three: Handing off SOX Ownership from Internal Audit to Finance	<b>60</b> Uncovering a \$6M Sales Promotion Fraud <b>CASE STUDY</b>	<b>61</b> Minimizing Fraud Waste and Abuse in the Public Sector	<b>62</b> Data Mining: An Internal Audit Core Competency	<b>63</b> Approaching a QAR from a Small Department Perspective

# SuperStrategies Optional Workshops

**Sunday, April 23, 2006**

9:00 AM – 5:00 PM

## W1 Sarbanes-Oxley: Lessons Learned in 2005 and Strategies for 2006

*Carolyn Sloan, Vice President, Internal Audit, Temple Inland; Domenick Claudio, Assistant Vice President, Financial Controls, Quanta Capital Holdings, Inc; Anthony O'Reilly, Partner, PricewaterhouseCoopers; Andrew Dahle, Manager, Operations/Financial Audit, PricewaterhouseCoopers; Joel Kramer, CPA, Managing Director, Internal Audit Division, MIS Training Institute*

SOX continues to demand attention and new action is needed. Companies are developing compliance strategies, handling implementation issues, and attempting to embed SOX into their control environment. However, challenges remain and PCAOB regulations continue to evolve. In this workshop, you'll hear how a group of leading audit professionals made adjustments based on what they learned in 2005 and developed strategies for 2006.

### *This workshop will cover:*

- Ensuring your compliance strategy is all-inclusive
- The continuing impact of PCAOB
- Affirming ownership of controls
- Best roles for internal audit
- Balancing SOX with other IA objectives

## W2 Issuing Audit Reports That Generate Action

*Ann Butera, CRP, President, The Whole Person Project, Inc.*

For an audit report to be of optimum value, it must be clear, concise and convincing. For many internal auditors, that's easier said than done. In this workshop, you will learn best practices and current trends specific to reporting on audit engagements, and come away with the tools you need to create persuasive, complete audit-reporting documents.

You will discover how to organize your findings and audit concerns in a way that is both logical and easily digested, and discover a time-tested method to break through writer's block.

### *This workshop will cover:*

- Developing and documenting issues once a test is completed
- Mind Mapping: organizing your concerns within the audit report
- How to overcome writer's block
- Organizing your message for maximum reader impact
- The four elements every audit concern must contain
- A systematic and time-saving approach for editing your work
- Using e-mail to your advantage
- Alternate formats for documentation
- Strategies for accelerating report development and issuance
- Tips for determining the right level of detail to communicate

## W3 Applying ERM Beyond the Financial Reporting Cycle

*Linda Duncan, CPFA, Managing Director, Axena, Europe; Frank Hailstones, CA, CPFA, ACA, Chief Executive Officer, Axena*

In this workshop, you'll learn how to establish an ERM framework that supports the financial reporting cycle to help ensure your organization meets SOX requirements and delivers performance management benefits. You'll discover how to use the COSO ERM framework to clarify financial reporting objectives, identify potentially discloseable events, identify risk portfolios, and address risk monitoring and reporting processes.

### *This workshop will cover:*

- Guidelines for developing your financial reporting cycle risk management strategy
- Identifying the red flags or key risk indicators

- Allocating responsibilities to managers
- Reviewing and updating your program
- Embedding risk management into corporate culture

## W4 IT Core Competencies That Every Audit Department Must Have

*Richard Tarr, CISA, CIA, President, Richard Tarr & Associates*

Many organizations depend heavily upon technology for reliable financial reporting and to support their core business processes. If assurance cannot be made, management and the Board cannot trust that the information they base their decisions upon is reliable, confidential, secure, and available when needed. In this workshop, you will learn what competencies should be expected of your IT audit department and how to correctly position its role within the organization. You will also learn how IT governance plays an important role in establishing and defining what controls are necessary for managing an effective IT operation.

### *This workshop will cover:*

- Identifying needed audit staff skills and knowledge
- Understanding professional standards
- How to develop an effective annual audit plan
- What's required for planning an effective application audit
- Understanding an applications role in the financial reporting cycle
- What IT controls are related to SOX
- How to audit the SDLC process
- Evaluating the change management process

***"A true learning experience. Well worth the time!"***

- Linda Lambert, Vice President, Internal Controls, Radio Shack

## Wednesday, April 26, 2006

1:30 PM – 5:00 PM

### W5 Merging PCAOB and Process Flow Strategies

**Greg Duckert**, CIA, CISA, CPA, CMA, Chief Executive Officer, Audit, Inc.; Senior Consultant, MIS Training Institute

Since the recent pronouncement on 5/16/2005, it is clear that the SEC and the PCAOB have endorsed the concept of top-down risk assessment as the key means of auditing compliance with Section 404. It is also apparent that the long-term solution to compliance lies in an automated rather than manual means of oversight. In this workshop, you will discover a variety of tools and techniques for process analysis and explore the primary concepts addressing business risks. You will leave able to combine assurance and consulting in the same audit exercise.

#### *This workshop will cover:*

- Understanding the new PCAOB and SEC initiatives and their impact on auditing
- Defining the business and process interrelationships
- Mapping the organization's physical structure
- Tools and techniques to maximize audit efforts and make operations responsible for their processes
- Setting the baseline for ERM
- Aligning COSO with COSO/ERM
- Integrating the audit process with the business process
- Key tools that focus on near-time and real-time SOX compliance
- Setting the tone for a Solution Oriented Audit Process (SOAP™)

### W6 Audit Director's Roundtable

**Joel F. Kramer**, CPA, Managing Director, Internal Audit Division, MIS Training Institute; **Drew J. Breakspear**, CRP, Executive Vice President and General Auditor, State Street Corporation

Take advantage of this unique opportunity to spend an afternoon discussing today's challenges and practical solutions with representatives from top organizations. You'll explore critical issues, best practices, and what you need to do to stay on top of your game. "Progress through sharing" is our profession's motto, and after this thought-provoking workshop, you'll appreciate the benefits of such collaboration.

#### *This workshop will cover:*

- Recruiting staff, orientation, training, and career development
- The next steps in leading-edge governance and compliance
- Increasing internal audit's contribution
- Facilitating change
- Establishing a proactive approach to problem solving
- Making IA an enterprise-wide resource
- Managing 24/7

## Thursday, April 27, 2006

9:00 AM – 5:00 PM

### W7 Ethics and Management: Making Sound Decisions

**Hernan Murdock**, CIA, Senior Project Manager, Control Solutions International

In this workshop, you will learn why making ethical decisions sometimes appears simple on the surface, but is complex in practice. You will review the types of questions that you should ask to make more ethical decisions, how technology creates ethical dilemmas, how peer pressure and weak organizational cultures can foster unethical behaviors, and how management can improve the tone in organizations to create environments where ethics and integrity prevail.

#### *This workshop will cover:*

- Identifying flaws in decision-making approaches that lead to unethical or questionable practices
- Examining ways to promote and assess the ethical environment
- Reviewing the role of culture in ethical decision-making
- Examining the demands for corporate social responsibility and profitability
- Identifying key actions to promote ethics
- Enhancing management's reputation and credibility through ethical leadership

### W8 Great Governance Beyond Section 404

**Bill Nealon**, CIA, Senior Instructor, MIS Training Institute

Over the last four years, companies have invested significant time and resources developing their compliance programs to meet SOX regulations. In many cases, Section 404 compliance has been the main focus, but, 404 is only part of the story. In this workshop, you will go beyond the requirements of 404 and examine the other aspects of the legislation that are pertinent for full compliance. You will learn the latest information from the SEC and the PCAOB, and discuss how your company and others can develop strategies for future compliance.

#### *This workshop will cover:*

- Audit Committee requirements relating to independence and reporting
- The role and purpose of the Disclosure Committee and what needs to be disclosed
- Whistleblower programs
- Code of ethics for senior financial officers
- Corporate responsibility for financial reports under Section 302
- Key requirements for a fraud risk assessment program
- Developing an effective approach for future compliance

# 2006 Fraud Summit

## A One-Day Program for Corporate Fraud Fighters

Held in conjunction with *SuperStrategies*, the *Fraud Summit* will give you the practical tools and useful insights you need to fight fraud. In one intensive day, you'll hone in on key fraud challenges and explore how leading organizations are decreasing risk and taking control. An impressive faculty of hands-on experts will share their experiences and provide critical information and tested techniques for fraud prevention, detection, and investigation. Plus, you'll be encouraged to ask questions, share ideas, and take advantage of the one-of-a-kind learning that can only come from spending a day with other audit pros motivated to win the fight against fraud.

### Sunday, April 23, 2006

9:00 AM – 9:30 AM

#### Opening Remarks



#### Benefits and Challenges of a Strong Anti-Fraud Program

*Leonard W. Vona, CPA, CFE, Principal, Vona Associates*

When it comes to fraud, crime does pay. The Association of Certified Fraud Examiners reports that fraud and abuse cost US businesses \$4 billion annually. Add to this the requirements of regulations such as Sarbanes-Oxley, HIPAA and GLBA, and it is clear why finding and preventing fraud has become a top priority in today's organizations. In this opening address, Mr. Vona will explore the advantages, shortcomings, and future trends associated with running an aggressive and successful anti-fraud program.

9:30 AM – 10:30 AM

#### Auditing for Fraud: Best Practices

*Donald "Larry" Crumbley, CPA, CFD, CR.FA, KPMG Peat Marwick Endowed Professorship #1; Department of Accounting, E.J. Ourso College of Business, Louisiana State University; Author, Forensic and Investigative Accounting*

Asset misappropriation, corruption, and fraudulent statements cost businesses time, money, and reputation. In this session, you will discuss how to search for fraud, interrupt fraudulent activity, and develop proactive responses to protect your organization.

#### *This session will cover:*

- Building the fraud audit program
- Fraud schemes and types of audit procedures
- Testing and evaluating the design of your anti-fraud controls
- Key uses of data analysis software
- Using audit software to improve detection

10:30 AM – 10:45 AM

*Refreshment Break*

10:45 AM – 12:00 PM

#### How to Perform a Fraud Risk Assessment

*Rebecca J. Whitener, EDS Fellow, Vice President, Chief Risk Officer, Enterprise Risk Management, EDS Corp.*

The first step in attacking fraud is to assess the risk of its existence within the organization. SAS 99, Sarbanes-Oxley, and PCAOB are forcing auditors to focus their efforts in those business systems with a greater likelihood of fraud. This session will focus on developing and implementing global risk and audit risk assessment strategies.

#### *This session will cover:*

- Contrast control versus fraud risk assessments
- How to perform a fraud risk assessment
- Elements of a fraud risk assessment
- Meshing a fraud risk assessment with a traditional risk assessment

12:00 PM – 2:00 PM

*Luncheon*

12:45 PM – 1:45 PM

#### Luncheon Keynote Address



#### CASE STUDY

#### Developing a Department That Proactively Identifies and Prevents Fraud

*Robert Rudloff, CIA, CFE, Vice President, Internal Audit, MGM MIRAGE*

Fraud can devastate an organization, but there are ways to reduce the threat and catch illegal activity before it escalates to major proportions. In this luncheon keynote, you'll learn how to make fraud identification and prevention a part of your audit methodology and culture.

#### *This keynote will cover:*

- Building fraud awareness into your processes
- What PCAOB is and how it impacts Audit
- Required trading: general and industry specific
- Understanding the risks
- Tips for making your staff "fraud-aware"



**Donald "Larry" Crumbley, CPA, CFD, CR.FA,**  
Louisiana State University



**Larry Harrington,**  
CPA,  
Raytheon



**Warren G. Kruse II,**  
CISSP, CFCE,  
Kroll, Inc.



**Richard Leach,**  
CIA, CFE,  
US Navy



**Cathlynn Nigh,**  
TransUnion LLC



**Robert Rudloff,**  
CIA, CFE,  
MGM Mirage



**Rebecca J. Whitener,**  
EDS Corp.



**Leonard W. Vona,**  
CPA, CFE,  
Vona Associates

2:00 PM – 2:45 PM

### Security Controls to Mitigate Identity Theft

**Cathlynn Nigh, Internal Audit Manger,**  
TransUnion LLC

Schemes and scams involving identity theft have become disturbingly commonplace, with organized crime and local fraudsters hard to spot and harder to catch. This timely session will quell the hysteria surrounding identity theft, and provide you with a grounded approach to the real business risks inherent in it. You will leave knowing the important steps you need to take to protect your organization.

***This session will cover:***

- Understanding the latest identity fraud trends: from phishing to insider data theft
- Finding identity fraud in your organization
- How to prevent identity fraud expansion from internal operational areas to partnerships and other entities
- Top fraud auditing tools and techniques for prevention, detection, and resolution
- Integrating multiple solutions to catch a thief

2:45 PM – 3:00 PM

*Refreshment Break*

3:00 PM – 4:15 PM

### An Auditor's Guide to Handling Evidence in Electronic Fraud Investigations

**Warren G. Kruse II, CISSP, CFCE, Director,**  
IT Consulting and High-Tech Investigations,  
Kroll, Inc.; Co-Author, *Computer Forensics: Incident Response Essentials*

A key component of any fraud investigation is the proper care and handling of electronic data evidence. The laws are stringent in chain-of-evidence handling and submission of evidence in court. In this session, you will explore real-world examples and best practices when handling electronic evidence.

***This session will cover:***

- Recovering and preserving digital evidence: understanding what you are looking at
- Dotting your i's and crossing your t's: documenting your procedures
- Critical steps to preserve data evidence and maintain chain of custody
- Determining who should have rights/access to the evidence
- Staying on the right side of the law

4:15 PM – 5:15 PM

### PANEL DISCUSSION

#### Call to Action: Implementing Strong Anti-Fraud Practices

Moderator: **Leonard W. Vona, CPA, CFE,**  
Principal, Vona Associates

Panelists: **Donald "Larry" Crumbley, CPA, CFD, CR.FA, KPMG Peat Marwick Endowed Professorship #1; Department of Accounting, E.J. Ourso College of Business, Louisiana State University; Author, *Forensic and Investigative Accounting*; Larry Harrington, CPA, Vice President, Internal Audit, Raytheon; Richard Leach, CIA, CFE, Auditor General, US Navy; Cathlynn Nigh, Internal Audit Manger, TransUnion LLC**

Internal audit departments can increase the likelihood of detecting fraud by addressing areas of common deficiencies. During this panel discussion, you'll hear how the leading internal audit departments stay on top of their game and decrease levels of risk.

***This panel will cover:***

- Recognizing weaknesses in internal controls
- Assessing risk and modifying your audit program accordingly
- Learning from SEC sanctions
- Excising sufficient professional skepticism
- Applying GAAP pronouncements correctly

5:15 PM – 6:15 PM

***Fraud Summit Reception***

**Fraud Summit Fee:** \$695  
(Includes admission, lunch, and reception.)

# SuperStrategies Agenda

## Keynote Speakers

**Monday, April 24, 2006**

8:30 AM - 10:00 AM

### Keynote Address



#### **Doing Right in the Era of Enron**

*Kurt Eichenwald, Senior Writer, The New York Times; Author, Conspiracy of Fools*

The wave of corporate scandals over the past few years all share at least one thing in common: large numbers of people who suspected or knew that problems existed, but were unable or unwilling to confront an institutional mindset of infallibility. Far too many who suspected wrongdoing eventually succumbed to the culture of their corporations, and are now spending time in prison for their personal failure. What does this mean to you as an auditor? How does anyone generate the courage to speak up in a world where too often it seems the squeaky wheel gets fired? Kurt Eichenwald, two-time winner of the George Polk Award for Excellence in Journalism and finalist for the 2000 Pulitzer Prize, will tackle those issues and provide a lively and thought-provoking discussion.

**Monday, April 24, 2006**

12:00 PM - 1:30 PM

### Luncheon Keynote Address



#### **The Changed Direction of Internal Audit at Shell**

*Jakob Stausholm, Chief Internal Auditor, Shell International Limited*

Shell's internal audit function serves a company operating in over 140 countries and employing more than 112,000 people.

Given the company's size and prominence, it is imperative that its internal audit be streamlined, adaptable, and efficient. Over the last few years, Shell's IA department has undergone major changes in response to regulatory forces, the business needs of the company, and emerging opportunities to improve IA delivery. In this keynote presentation, Mr. Stausholm will reveal how Shell's IA function has changed, how these adaptations have created a stronger, more responsive IA department, and what Shell is planning to do in 2006 and beyond to meet new challenges.

**Tuesday, April 25, 2006**

12:00 PM - 1:30 PM

### Luncheon Keynote Address



#### **Dealing with Change**

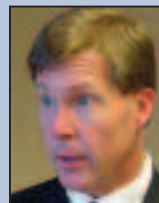
*Edward Robinson, CPA, CSP, Motivational Speaker; Chief Executive Officer, The Robinson Performance Group*

While change is guaranteed, progress is not. This keynote will show you how to cope, survive, and thrive through the myriad of changes that we all experience. As the former Vice President of The IIA Learning Center, Mr. Robinson understands the pressures internal auditors face, and the ever-evolving regulatory climate. He will reveal how you can adapt your behavior to positively influence the business in general and forces of change in particular. You will leave this keynote empowered to take advantage of the opportunities that arise with change.

**Wednesday, April 26, 2006**

8:30 AM - 9:15 AM

### Keynote Address



#### **How Ameritrade Developed a World-Class Risk Management Program**

*Michael Head, CPA, CIA, CMA, CISA, CBA, Managing Director, Corporate Audit, Ameritrade Holding Corporation*

Ameritrade's audit department has collaborated with the Board Audit Committee, executive management, and the corporate risk management functions to strategically and tactically drive an enterprise-wide risk management process. This practice significantly improves the risk identification, documentation, analysis, communication, mitigation, and monitoring efforts of the company. Mr. Head will reveal how Ameritrade was able to establish an enterprise-wide risk management and internal control self-assessment program that supports management's risk mitigation efforts. He will also talk about what the Ameritrade Corporate Risk Management Program can and does do, while acknowledging what it cannot do. You'll learn about the role internal audit is playing, the structure of the program, and how the program is designed to help the Board and management achieve business, risk management, and internal control objectives.

Monday, April 24, 2006

10:30 AM – 12:00 PM ☆

### 1 Balancing Expectations of the Audit Committee and Executive Management

*Howard J. Johnson, CIA, CPA, Vice President, Internal Audit, Lowe's Companies, Inc.*

- Setting the stage: the different roles of Audit Committee members vs. executive management
- Expectations that must be met
- How SOX has affected expectations
- Meeting the expectations of each group

10:30 AM – 12:00 PM 🏢

### 2 Rebalancing Internal Audit

*Robert B. Hirth, Jr., CPA, CA, Managing Director, Internal Audit Services, Protiviti, Inc.*

- Due to the recent focus on internal controls, have we overlooked other risks and areas such as effectiveness and efficiency of operations?
- Do internal audit leaders need to rebalance their focus in light of SOX?
- Techniques to rebalance activities and determine who should be involved
- Costs versus benefits of rebalancing

10:30 AM – 12:00 PM ✓

### 3 Internal Audit Owns Section 404 Testing CASE STUDY

*Norman Marks, CPA, Vice President, Internal Controls and Process Assurance, Maxtor Corporation*

- The role of internal auditing in testing
- Adding value to the company and enhancing the bottom line
- The value of internal audit's performance of management testing
- Meeting the objectives of The IIA
- The independence of the internal auditing function regarding Section 404 management

10:30 AM – 12:00 PM ↑

### 4 Partnership Between IT and Fraud Auditing Competencies

*Bill Beckham, CISA, CIA, CFSA, Vice President, Director Internal Audit, AgFirst Farm Credit Bank*

- Selling your plan to management and the Board
- Conducting a fraud risk assessment: evaluating likelihood and impact
- Developing a work plan: identifying key systems, documenting data sources, determining your parameters
- Interpreting test results
- Avoiding "Chicken Little" syndrome
- Reducing your predictability
- Working with a limited budget and limited resources: tools and techniques
- Changing as the risks change
- Continuous assurance

10:30 AM – 12:00 PM ⚡

### 5 Auditing the Governance Function

*Frank Hailstones, CA, CPFA, ACA, Chief Executive Officer, Axena*

- The role internal audit should play in implementing a governance strategy
- What governance is and is not
- Methodology for auditing the governance process
- Challenges of embedding governance
- Educating and enabling management

10:30 AM – 12:00 PM 🏔️

### 6 Rooting Out Fraud CASE STUDY

*Robert W. Rudloff, Jr., CIA, CFE, Vice President, Internal Audit, MGM MIRAGE*

- How a routine payroll audit evolved into a fraud investigation
- Fraud indicators that others in the organization missed or ignored
- Step-by-step process undertaken by management to investigate this case
- How IA dealt with executive management during the investigation
- The resolution of the investigation and management's actions

10:30 AM – 12:00 PM ✨

### 7 Making Auditors Great Presenters

*Ann Butera, CRP, President, The Whole Person Project, Inc.*

- Maintaining concentration and staying calm while presenting to execs
- A four-step model for planning action-oriented presentations
- Determining the right level of detail
- Overcoming 12 common mistakes auditors make during presentations
- Organizing your message
- Analyzing/playing to your audience
- Using audio-visuals effectively
- Responding to questions

10:30 AM – 12:00 PM AA

### 8 Making a Small Department World-Class

*Anna Nicodemus, CPA, CIA, CFE, Vice President, Internal Audit, BELO Corporation*

- Benchmarking your best practices
- Evaluating what you have, what to keep, and what to upgrade
- Putting people first and surrounding yourself with the best
- Establishing a meaningful plan
- Building valuable relationships
- Determining what IA's reputation should be
- Promoting a learning organization

1:30 PM – 3:00 PM ☆

### 9 Benchmarking the Cost of Internet Controls Over Financial Reporting

*Ted Senko, CPA, Partner-in-Charge, Internal Audit Services, KPMG LLP*

- Leading practices and process improvement efficiencies: benchmarking study results
- Relating financial performance to the cost of controls and compliance
- How transaction process centralization impacts control effectiveness
- Associating the cost of controls with the number of controls and the ratio of manual vs. automated controls

# SuperStrategies Agenda

1:30 PM – 3:00 PM 📄

## 10 Proactively Identifying Potential Risks and Exposures

### CASE STUDY

*Karl F. Riem, CPA, Senior Vice President, Audit Director, Wells Fargo Audit & Security*

- How Wells Fargo uses root causes and lessons learned to proactively identify additional risks and exposures
- How data from fraudsters is used to identify similar situations requiring investigation
- Specific examples where proactive efforts paid off
- Guidelines used when applying these types of techniques

1:30 PM – 3:00 PM ✓

## 11 Remediating a Material Weakness

*David Doney, MBA, CPA, CIA, Director of Internal Audit, Bally Total Fitness*

- How to identify and classify a material weakness
- Addressing disclosure requirements
- Establishing closure criteria and evidence requirements
- Defining the roles of IA and management
- Tips for engaging the Audit Committee
- Utilizing effective project management
- Improving the IA follow-up process

1:30 PM – 3:00 PM ↑

## 12 Hotline Results: Internal Control Improvements

*Carolyn Sloan, CPA, Vice President, Internal Audit, Temple-Inland*

- Creating an effective hotline call process
- Designing and executing the investigation process
- Evaluating hotline trends and their impact on control environment
- Getting management to embrace proactive monitoring and a no-tolerance policy

1:30 PM – 3:00 PM ⚡

## 13 Auditing Advertising Expenditures: Getting More Bang for the Buck CASE STUDY

*Sharon Grant, Director, IT Audit, Continental Airlines, Inc.*

- Learning specific value-added audit approaches to maximize the return of advertising dollars spent
- Where Continental Airlines audit teams identified specific money recoveries
- Reviewing the advertising process concentration on rebates, adjustments and payments
- Ensuring proper management oversight

1:30 PM – 3:00 PM 📄

## 14 Data Mining for Fraud in the Revenue Cycle

*Leonard Vona, CPA, CFE, Principal, Vona & Associates*

- Complying with professional standards
- Implementing SAS 99
- An overview of GAAP for revenue recognition
- How revenue fraud is concealed
- Understanding revenue fraud schemes
- Building the fraud data profile
- Auditing within the fraud scheme methodology

1:30 PM – 3:00 PM ✎

## 15 How FedEx Builds Customer Satisfaction into Its Audit Process CASE STUDY

*Rita Cowans, CISA, CIA, Internal Audit Manager, Federal Express Corporation*

- FedEx's Audit/Customer Education (ACE) packet
- Keeping the lines of auditor-client communications open
- Valuable tips for using a fluid strategy
- Determining customer needs
- Preparing an alignment agreement for approval before field-work status
- Gaining acceptance of audit objectives, findings, and recommendations without compromising IA's integrity

1:30 PM – 3:00 PM AA

## 16 Year One: Starting an Internal Audit Department

*Jeffrey Gibbs, CPA, Vice President, Internal Audit, Biogen Idec*

- Establishing a road map for getting it done
- Gaining input and setting stakeholder expectations: organization, management and the Audit Committee
- Building audit team capabilities, in-house, out-sourcing and/or co-sourcing
- Audit department infrastructure: what, when, and how
- Audit project execution
- Ten musts in year one
- Lessons learned

3:30 PM – 4:45 PM ☆

## 17 Training the Audit Committee About the Best Roles for Internal Audit

*Robert A. King, CPA, CISA, CFE, Director of Internal Audit, Federal Express Corporation*

- The evolving role of the Audit Committee
- Opportunities to optimize Audit Committee and auditor relationships
- IA's critical role in helping audit committees meet their responsibilities
- Providing the Audit Committee with clear, concise information
- How best to train and communicate
- How to assist the Audit Committee in carrying out their responsibilities

3:30 PM – 4:45 PM 📄

## 18 Retaining Great People

*Larry Harrington, CPA, Vice President, Internal Audit, Raytheon*

- Creating a human resources plan for the department
- Reasons people leave, other than compensation
- How to create a preferred workplace
- Mentoring programs and career development planning

3:30 PM – 4:45 PM ✓

## 19 Auditing the Entity-Level Control Process

*Warren A. Hersh, CPA, CIA, CISA, CFE, CCSA, Engagement Manager, Internal Control Consulting Practice, Jefferson Wells*

- Strategic elements in meeting PCAOB risk-based requirements
- Strong entity-level controls to reduce the number of tested key process controls
- Methodologies for reducing significant deficiencies and material weaknesses
- Entity-level soft vs. hard controls
- Supporting and complementing SOX
- Entity-level testing strategies
- Change management strategies to ensure continued accountability for key controls

3:30 PM – 4:45 PM ↑

## 20 Minimizing a Materials Fraud Risk: Management Overrides

*Leonard Vona, CPA, CFE, Principal, Vona & Associates*

- SAS 99 and SOX audit requirements
- Assessment of fraud risk factors
- Minimizing fraud risk in journal entries
- Integrating fraud theory into fraud risk assessment
- Conflict of interest fraud schemes
- How to audit management override
- High-profile management override cases

3:30 PM – 4:45 PM ✨

## 21 Saving Millions Doing Vendor Audits

*Lisa G. Choate, CIA, Director, Internal Audit, Southwest Airlines*

- How do vendors risk stack against SOX priorities
- Identifying control weaknesses with vendor activities
- Significant potential for financial recoveries (both cost and revenue)
- Crucial oversight and monitoring of vendor activities
- Exposing vendors who may not be the best business partners

3:30 PM – 4:45 PM 🏔

## 22 A Non-Technical Audit Approach to Corporate Information Protection

*Cindy K. Jones, CISA, CISM, Security Strategist, The Coca-Cola Company*

- What is information protection?
- Establishing and enforcing an information protection policy
- Getting the business to partner
- Preparing for the information protection assessment
- Conducting the walk-through exercise
- Getting management's attention

3:30 PM – 4:45 PM ✨

## 23 Planning Smarter with Data Analytics

*Michael Kano, Manager, Global Training, ACL Services Ltd.*

- Getting management to take responsibility for internal controls through automated monitoring
- Addressing common barriers to successful data analysis
- Using data analysis in audit planning
- Mapping data analysis to core audit objectives and risks
- Deploying data analysis technology effectively to increase productivity

3:30 PM – 4:45 PM AA

## 24 Innovative Staffing Solutions for Small Audit Departments

*Susan Rudolph, CIA, Vice President, Internal Audit, The Reader's Digest Association*

- Thinking outside the “budget box”
- Utilizing company personnel to staff audit projects
- Specific programs to generate interest
- Effective use of co-sourcing
- Ensuring customer satisfaction and leaving them wanting more!

Tuesday, April 25, 2006

8:30 AM – 10:00 AM ☆

## 25 Situational Behavior: An Indicator for Audit Committees and Senior Management

*Kimberly P. Gavaletz, Vice President, Corporate Internal Audit, Lockheed Martin*

- Determining if situational behaviors and stresses are the root of problems
- Creating a disciplined approach to provide an informed answer
- How Audit can “sense” environmental causes, and measure/correlate effects
- How behaviors relate to governance, risk management, and controls
- Assessing the use of organizational resources for ongoing analysis

8:30 AM – 10:00 AM 🏔

## 26 Enterprise Risk Management: Complacency Is No Longer an Option

*John Farrell, Partner, Internal Audit Services & SOX Assistance Services, KPMG LLP*

- Constructing and implementing ERM
- How protecting the value proposition of your organization is related to ERM
- Supporting your corporate governance strategy with your ERM program
- How an ERM provides a framework to facilitate decision-making aligned with your corporate policy of risk
- Optimizing risk control and performance with an ERM program
- Internal audit's role

*“The MIS SuperStrategies*

*Conference is my one-stop shop*

*for strategic internal audit ideas.*

*It helps our audit department work*

*smarter. Thanks!”*

- Paul Finney, Director of Internal Audit, K Force Inc.

# SuperStrategies Agenda

8:30 AM – 10:00 AM ✓

## 27 COSO Guidance for Small Business: It's Not Just for Small Business

*David Richards, CPA, CIA, President, The Institute of Internal Auditors (The IIA)*

- How the 26 principles and 116 attributes outlined in the COSO guidance document apply to businesses
- The key objectives of internal control per the COSO guidance
- Underlying principles that drive the accomplishment of these objectives
- How the principles and attributes can appear in organizations
- Performing an internal control assessment using this information
- The core underlying principles of internal control
- Practical examples of how these principles should appear

8:30 AM – 10:00 AM ↑

## 28 Reprioritizing IT Governance

*Dan Doyle, CPA, Director of Internal Audit, Walgreens*

- The need for IT governance in light of Sarbanes-Oxley
- Approaches to convince IT management that IT governance is necessary
- Implementation strategies
- How IA benefits from strong IT governance

8:30 AM – 10:00 AM ✨

## 29 Ten Questions to Ask in Every Construction Project

*Ron Risner, President, Risner Consulting Group, Inc.*

- Asking the right questions of the right people
- Identifying where risks have not been mitigated
- Identifying potential claims
- An acceptable volume of change orders
- Field report results that can be used as key indicators of problems
- Where to focus your audit resources

8:30 AM – 12:00 PM 🏢

## 30 What Level of Assurance Should Internal Auditors Provide?

*Tom Andreesen, CISA, Managing Director, Protiviti; Michael Head, CPA, CIA, CMA, CISA, Managing Director, Corporate Audit, Ameritrade Holding Corporation; Paul Sobel, CPA, CIA, Vice President, Internal Audit, Mirant Corporation; Kurt Reding, PhD, CPA, CIA, CMA, Director, Protiviti*

- Assurance and opinion options
- Evaluating the significance of identified control deficiencies and assessing overall effectiveness of controls
- Stating conclusions as ratings
- Categorizing control deficiencies
- Maintaining independence when delivering control evaluations

8:30 AM – 10:00 AM ✨

## 31 Assertiveness Training for Internal Auditors

*William Woodington, Learning & Development Manager, Wells Fargo Audit & Security*

- What assertive behavior is, and why it is important for auditors
- How assertive are you right now?
- Identifying assertive, non-assertive, and aggressive behavior styles
- Developing positive assertiveness in your thoughts, words, and behaviors
- Applying assertiveness skills

8:30 AM – 10:00 AM AA

## 32 How a Small Department Adds Value Through Continuous Monitoring CASE STUDY

*Seth Davis, CFA, CIA, CPCU, ARe, AFSB, ASLI, Manager, Internal Audit & Compliance; Pat Ferrell, AIC, Sr. Internal Auditor, RLI Insurance*

- Identifying continuous monitoring opportunities and getting exec support
- Data gathering and data-scrubbing tips
- Converting extracts to scripts in ACL to reduce cycle time
- Fraud tests in payables, claims, receivables, and financials
- Monitoring and updating extracts

10:30 AM – 12:00 PM ★

## 33 Auditing Fraud in the Corner Office

*Susan Jacobs O'Connell, President, Project Control Companies, Inc.*

- It could happen to you—this is a real story!
- What tipped us off to the perpetrator?
- How to read the signs
- Nuts and bolts of the investigation
- Bringing in the FBI
- Getting the case ready for court

10:30 AM – 12:00 PM 🏢

## 34 Creating an Attitude of Change

*Dr. Mark Carawan, ACA, FCMI, Internal Audit Director, Barclays Bank PLC*

- Transforming an inspection function to a risk-based function
- Changing attitudes of executive management and the board
- Integrating audit functions following substantial mergers or acquisitions
- Defining a sustainable organizational solution in a post-SOX world
- Moving from a reactive focus to a proactive one

10:30 AM – 12:00 PM ✓

## 35 Conducting an IT Audit Global Risk Assessment

*David Ogbolumani, Senior Manager, IT Audit Services, Control Solutions International*

- Applying the NIST IT Risk Assessment Methodology
- Defining scope
- Identifying threats and vulnerabilities
- Control analysis
- Determining risk/likelihood
- Impact analysis
- Recommending controls
- Documenting results
- Real-world examples

10:30 AM – 12:00 PM ↑

### 36 Effective SOX Data Monitoring

*Murtuza Vasowalla, Senior Application Consultant, OpenPages*

- Compliance data: structured vs. non-structured
- Methods for data collection
- Effective processes for validating data
- Converting data into timely, actionable information

10:30 AM – 12:00 PM ✨

### 37 Controlling the Millions at Risk in Relocation Expenses

*Donna Malinak, SCRP, GMS, Managing Partner, The Solutions Group;*  
*Bob Levenstien, CRP, Esq., Managing Partner, The Solutions Group*

- Which relocation expenses to examine
- Mastering the relationship with a third-party relocation vendor
- Understanding the lack of financial controls in outsourcing relocation expenses
- Examining financial, legal, and non-compliance risks
- Types of relocation errors, frequency, and methodology for recoveries
- Reviewing third-party invoices

10:30 AM – 12:00 PM ✨

### 38 Implementing Operational Improvements from SOX Documentation

*LouEllen Kirkendall, CIA, CISA, Manager, Internal Auditing, FirstEnergy Corporation*

- Using Sarbanes-Oxley (SOX) documentation to identify key operational inefficiencies
- Linking operational controls to the COSO ERM model
- Performing a risk assessment (including fraud risk) of the key operational controls
- Analyzing processes for operational improvements with easy-to-use tools
- Preparing documentation for value-added recommendations

10:30 AM – 12:00 PM AA

### 39 Knowing the Business: A Critical Competency for Small Departments

*Patrick Lacchia, Vice President, Internal Audit, Staples, Inc.*

- Understanding the industry, understanding your business
- Marketing your value then delivering on promises
- Developing, maintaining, and growing your network internally and externally
- Focusing on efficiency by eliminating bureaucracy and non-value added formalization
- Keeping track of your best practices to avoid reinventing the wheel

2:00 PM – 3:30 PM ☆

### 40 Attributes of Great Audit Committees

*Drew J. Breakspear, CRP, Executive Vice President and General Auditor, State Street Corporation*

- Corporate governance: expectations and realities for audit committees
- Balance: director roles and management
- Relationships: boards, audit committees, management, and other interested parties
- Development: how does a chief internal audit director support and guide an audit committee to greatness?

2:00 PM – 3:30 PM 🏠

### 41 Hiring Great People

*Stephen E. McBride, CISA, CIA, Senior Vice President and General Auditor, Federal Reserve Bank of Kansas City*

- Hiring an effective management team
- Targeting your search and identifying the best candidate
- The interview process: honing your questions and defining your objectives
- The final interview: closing the deal

2:00 PM – 3:30 PM ✓

### 42 Managing the Risks in Spreadsheets

*Domenick Claudio, Assistant Vice President of Financial Controls, Quanta U.S. Holdings, Inc.*

- Guidelines for developing spreadsheet controls
- Identifying the responsibilities of the spreadsheet owner and management
- Key spreadsheet criteria
- A best practice model that can be used by SOX practitioners
- How to address and apply spreadsheet controls

2:00 PM – 3:30 PM ↑

### 43 Knowing Your Key Controls to Minimize Testing

*Tracey Mandish, CPA, Audit Officer, Mercantile Bancshares Corporation*

- Documenting your processes
- Eliminating overlapping controls
- Design and timing issues of testing
- External auditor buy-in of the plan
- Ongoing management of process documentation

2:00 PM – 3:30 PM ✨

### 44 Conducting a Risk-Based Employee Benefits Audit

#### CASE STUDY

*Steve Goepfert, CIA, CPA, Staff Vice President, Internal Audit, Continental Airlines, Inc.*

- Steps Continental Airlines' IA department takes to reap recoveries in employee benefits
- Points of vulnerability and how to effectively recover overpayments
- How to validate pension payments and ensure plans are protected
- Ensuring pension funds are properly disbursed
- Tracking pension plan expiration and trigger dates
- 401(k) disbursement policies
- Employee stock purchase plans

# SuperStrategies Agenda

2:00 PM – 3:30 PM 

## 45 How Ford Is Incorporating Governance into Its Global Audit Strategy **CASE STUDY**

*Duane E. Borkowski, CIA, Audit Director, Ford Financial and Treasury*

- Why corporate governance is key to successful audit strategy
- Nuances of governance at an international level
- Establishing and continuously enhancing internal audit's role in corporate governance
- Integrating corporate governance into daily audit operations

2:00 PM – 3:30 PM 

## 46 Effectively Promoting Internal Audit Throughout the Organization

*Edward Robinson, CPA, CSP, Chief Executive Officer, Robinson Performance Group*

- Reviewing and refining marketing and sales strategies
- How influencing others requires strong communication skills
- Working with others to integrate ideas and create a collaborative and productive organization
- Practical tips for influencing others

2:00 PM – 3:30 PM **AA**

## 47 Tools and Techniques a Small Department Needs to Audit Entity-Level Controls

*Brad Zolkoske, CPA, Director of Internal Audit, Nautilus, Inc.*

- Evaluating the "Tone at the Top"
- Effectively assessing integrity and ethics
- Focusing on high-return techniques
- Using surveys and benchmarking tools in non-traditional audit areas
- Techniques for evaluating ongoing risk management programs
- Benchmarking whistleblower and anti-fraud programs

4:00 PM – 5:15 PM

## PANEL DISCUSSION WITH KEYNOTE ALUMNI World-Class Auditing: 2006-2007

*Moderator: Joel Kramer, CPA, Managing Director, Internal Audit Division, MIS Training Institute*

*Panelists: Mark Carawan, ACA, FCMI, Internal Audit Director, Barclays Bank PLC; Andrew Dahle, Manager, Operations/Financial Audit, PricewaterhouseCoopers, LLP; Kimberly Gavaletz, Vice President, Corporate Internal Audit, Lockheed Martin Corporation; Larry Harrington, CPA, Vice President, Internal Audit, Raytheon; Steve Goepfert, CIA, CPA, Staff Vice President, Internal Audit, Continental Airlines, Inc.*

- Have the attributes and best practices of a world-class audit department changed as a result of Sarbanes-Oxley, PCAOB, and other regulations?
- Are traditional audit competencies still valuable?
- How today's top audit departments are surviving and thriving
- Which proven tactics still hold water, and what changes you need to make to get ahead
- Applying core competencies to complex problems

## Wednesday, April 26, 2006

9:30 AM – 11:00 AM 

## 48 Fifteen Key IT Risks the Audit Committee Should Ask the CIO

*Michael I. Sobol, Chairman, MIS Training Institute*

- The impact of SOX on IT
- The importance of security and contingency planning
- Data warehousing: security, integrity and privacy
- Business-related questions every CIO must be asked
- Review questions pertaining to your organization's e-commerce strategy
- Capacity and strategic planning
- Risks of implementing ERP, ASP, CRM, Wi-Fi, and other technologies

9:30 AM – 11:00 AM 

## 49 Using Self-Assessment in SOX Compliance

*Steven Mezzio, CPA, CIA, CISA, CCSA, CISSP, CBA, CFSA, Managing Director, Sarbanes-Oxley and Internal Audit Services, Resources Global Professionals*

- Self assessment as a valuable SOX compliance tool for organizations
- The most beneficial aspects of self-assessment for compliance
- Internal control requirements for effective self-assessment
- Blending SOX self-assessment with other types of self-assessment

9:30 AM – 11:00 AM 

## 50 The Profits of Better Controls in a Not-for-Profit

*Michelle Fleet Mattick, CPA, Corporate Vice President, Lifetime Healthcare Companies*

- Changing a negative perception and evolving to value-driven audits
- Implementing COSO and standardizing the audit process
- Using financial recoveries to identify control weaknesses and profit opportunities
- Embracing SOX as a process to change the culture
- Future strategy: enterprise risk management and long-range goals

9:30 AM – 11:00 AM 

## 51 Rating Ourselves: Doing a Self Quality Assurance Review

*Fred H. Tesch, CPA, CIA, CFE, CFSA, CCP, FCPA, CBM, Senior Vice President, Head of Group Internal Audit, Butterfield Bank, Bermuda*

- Reasons why you need to implement a rating system now
- Meeting necessary requirements before moving ahead
- Designing a rating questionnaire that's a win-win for you and the auditee
- Essentials of implementing an effective rating system
- Interpreting the questionnaire results

 Audit Committee Management  Audit Director  Sarbanes-Oxley Strategies  Sarbanes-Oxley Implementation  High-Impact Audits

9:30 AM – 11:00 AM 🌟

## 52 Large Dollar Recoveries in Health Benefits Audits

**Greg Duckert**, CIA, CISA, CPA, CMA, Chief Executive Officer, Audit, Inc., Senior Consultant, MIS Training Institute

- Key areas of risk/overpayments and high recovery: provider and employee fraud, third-party administration fraud/errors, internal administration of health benefits
- Uncovering overpayments, erroneous payments, employee fraud, etc.
- Evaluating plan oversight in key areas
- Understanding fraud implications

9:30 AM – 11:00 AM 🦋

## 53 Educating the Audit Committee About Fraud

**Glenn E. Sumners**, CIA, CPA, CFE, DBA, Director, Louisiana State University Center for Internal Auditing

- The CAE's critical role in educating the Audit Committee about fraud risks and remediation
- The importance of corporate governance and proactive Audit Committee oversight
- Communication between the CAE and the Audit Committee
- Best practices for communicating with the Audit Committee
- Informing without micromanaging
- Conclusion on the hotline and entity-level audit issues

9:30 AM – 11:00 AM 🦋

## 54 Preparing for a Quality Assessment Review (QAR)

**Renaë Yeager**, CIA, CISA, Manager, Audit Services, PPL Corp.

- Objectives of a QAR
- How PPL Corporation prepared for their QAR
- Tools utilized by the QAR Team
- Important elements in developing a Quality Assurance Program
- Lessons learned from performing an external QAR

9:30 AM – 11:00 AM AA

## 55 Ten Big Things Small Departments Do Wrong

**Joel F. Kramer**, CPA, Managing Director, Internal Audit Division, MIS Training Institute

- Avoiding common mistakes and pitfalls
- Making smarter decisions
- Increasing efficiency on a day-to-day basis
- Leveraging resources and making the most out of a limited budget
- Setting high but attainable goals

11:15 AM – 12:45 PM ☆

## 56 Representations Every Audit Committee Should Expect from the Chief Audit Executive

**Glenn E. Sumners**, CIA, CPA, CFE, DBA, Director, Louisiana State University Center for Internal Auditing

- The importance of corporate governance and open communication between the Audit Committee and the Chief Audit Executive
- Facilitating and documenting oversight
- Advantages and disadvantages of the representation of correspondence
- Prudent documentation

11:15 AM – 12:45 PM 🏢

## 57 How a Risk-Based Audit Approach Improved Department Productivity

**Roger C. Sass**, CIA, CPA, Director, Internal Audit, Asea Brown Boveri Inc.

- Identifying key risk categories important to improving productivity
- Utilizing a top-down or bottom-up approach as a key to success
- Raising the professionalism of the risk-orientated planning process and improving your risk productivity
- Capturing the data you need and the importance of a risk-structured database
- The quality check: does your risk input make sense?
- The next steps with your data

11:15 AM – 12:45 PM ✓

## 58 Using Section 404 as a Basis for a Broader Control Environment CASE STUDY

**Peter Seyderhelm**, CA, Project Director, Corporate Governance, AstraZeneca PLC

- How AstraZeneca embedded Section 404 for a broader control environment
- Improving a governance framework: key elements
- Using 404 to optimize key controls
- Establishing company-wide control standards
- Monitoring internal control performance
- The importance of a risk management program
- The role of internal governance and assurance providers

11:15 AM – 12:45 PM ↑

## 59 Year Three: Handing Off SOX Ownership from Internal Audit to Finance

**Daniel DiTomasso**, CPA, CIA, Director, Internal Audit, Charles River Laboratories

- Selecting a workable model
- Clarifying expectations of information owners
- Tools for perfecting the "hand-off"
- Persistence and perseverance
- Maintaining momentum
- Evaluating critical success factors

11:15 AM – 12:45 PM 🌟

## 60 Uncovering a \$6M Sales Promotion Fraud CASE STUDY

**Steve Casazza**, CIA, CISA, Director, Nestlé Business Assurance - North America, Nestlé Purina Pet Care Co.

- Detecting unusual trends through use of data analytics
- Applying business analytics to transactional data
- Transitioning from audit testing to fraud investigation techniques
- Building the case for prosecution and gaining internal support
- Helping the organization move ahead by strengthening internal controls

## Agenda

11:15 AM – 12:45 PM 

### 61 Minimizing Fraud Waste and Abuse in the Public Sector

*Richard Leach, CIA, CFE, Auditor General, US Navy*

- Reducing economic crime by partnering audits and investigations
- Increasing oversight on vendor deliveries and payments
- Fraud, waste, and abuse from Hurricanes Katrina and Rita
- New internal controls established by the Navy
- Risk-based approach to auditing

11:15 AM – 12:45 PM 

### 62 Data Mining: An Internal Audit Core Competency

*Greg Duckert, CIA, CISA, CPA, CMA, Chief Executive Officer, Audit, Inc., Sr. Consultant, MIS Training Institute*

- What is data mining in the audit sense?
- The auditor's strategy for incorporating data mining into their toolkit
- The most important auditing tool of the 21st century
- Examples of high-profile uses of data mining in the audit process

11:15 AM – 12:45 PM <sup>AA</sup>

### 63 Approaching a QAR from a Small Department Perspective

*Catherine Young, CPA, Internal Audit Director, Cricket Communications Inc.*

- Understanding the new requirements for a quality assurance program
- Developing a compliant program with limited resources
- Implementing internal assessments
- Navigating through the choices for external reviews
- External review versus self-assessment option
- Facilitating interaction between constituents to maximize efficiency and minimize costs
- Educating and involving your stakeholders and constituents

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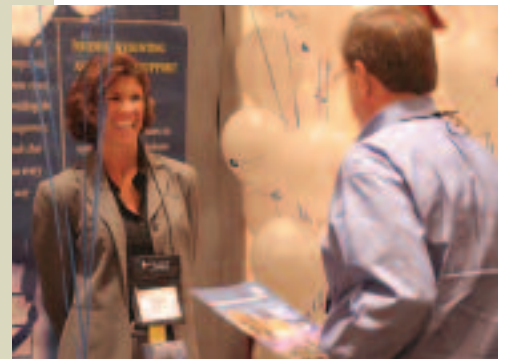
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The conference registration desk at the **Hilton Disney World Resort** will be open Sunday, April 23, at 8:00 AM for workshops and Monday, April 24 at 7:30 AM for conference registration.

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Sun, April 23 9:00 - 5:00				Wed, April 26 1:30 - 5:00		Thurs, April 27 9:00 - 5:00	
W1	W2	W3	W4	W5	W6	W7	W8

### Session Choices: (Circle one in each time period.)

Track	Monday, April 24			Tuesday, April 25			Wednesday, April 26	
	10:30-12:00	1:30-3:00	3:30-4:45	8:30-10:00	10:30-12:00	2:00-3:30	9:30-11:00	11:15-12:45
★ Audit Committee Mgmt	1	9	17	25	33	40	48	56
👤 Audit Director	2	10	18	26	34	41	49	57
✓ SOX Strategies	3	11	19	27	35	42	50	58
⬆️ SOX Implementation	4	12	20	28	36	43	51	59
☀️ High-Impact Audits	5	13	21	29	37	44	52	60
🏢 Govt, Ethics & Fraud	6	14	22	30		45	53	61
🔧 Internal Audit Tools	7	15	23	31	38	46	54	62
AA Small Departments	8	16	24	32	39	47	55	63

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