

IIA Belgium *Training Catalog*

2024



IIA
Belgium

Your pathway to Excellence

Our Training Catalog offers plenty of training programs, tailored to meet the diverse needs of Internal Audit professionals like you. Whether you are an aspiring internal auditor or a seasoned executive, we have the right training to cater to your unique aspirations and skill set.

Your participation in IIA Belgium's events is a powerful step towards advancing your career and contributing to your organization's success. As a valued member of our community, we look forward to welcoming you in our gatherings!



Why should you attend an IIA Belgium training?

Expertise

Comprehensive Resource Materials

Interactive Engagement

Networking Opportunities

Tailored Learning

Cutting-Edge Content

Recognized Accreditation

Stay updated

Ensure you don't miss out on the unique opportunities to learn, grow and connect with the best minds in the industry. To stay informed about upcoming events, all you need to do is visit our website regularly and follow us on social media.

Trainings & Events



The Institute of Internal Auditors Belgium

Pegasuslaan 5, 1831 Machelen



Explore Learning Diversity

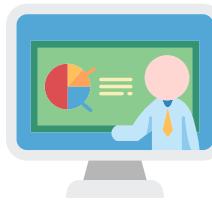
Every individual's educational journey is unique. That's why we offer four dynamic types of learning, ensuring that you can choose the format that best suits your preferences and needs.

4 types of Learning



On-site

The training takes place at IIA Belgium's offices in Diegem.



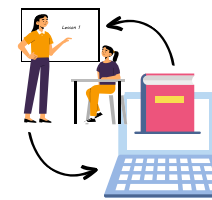
On-line

You follow the training on your computer from home or at the office, at a date and time set in advance. You interact with the trainer and other participants. Online trainings are specially adapted to this learning type.



E-learning

You follow the training individually on your computer at your pace.



Blended

First part of your training is done through e-learning and the second one virtual or in-person.



Customized Training

IIA Belgium offers specific trainings for your audit department based on your organization's specific needs. The training can be based on an existing training from our program which will be delivered exclusively for your audit department or the training can be tailored made combining different existing courses based on your expectations.

What we offer

The training offer includes an intake session with management of your audit department to discuss the organizational context as well as the specific needs and concerns to be addressed. Besides the traditional training, coaching sessions for individual staff members or for the group are also possible in addition to customized trainings.

Format

These training can be online, in-person or hybrid depending on the topic and training content. The format and dates will be decided in consent with your audit department.

Pricing

Based on your request, we will provide you with a price offer. A price reduction is calculated based on the size of the group and the length of the course. A customized training is possible for groups of 6 and above.





Why should you become certified?

Earning your certification is like having a key to the vast world of opportunities the profession of internal auditing offers placed in the palm of your hand. It can open doors you did not even know existed, as the three or four letters that now follow your name will make one powerful statement about the expertise you bring to the table.

Ultimately, becoming certified will:

- Help you earn credibility and respect in your field.
- Open more opportunities for career advancement.
- Prove your willingness to invest in your own development.
- Demonstrate your commitment to your profession.
- Improve your internal audit skills and knowledge.
- Build confidence in your knowledge of the profession.

Why should you follow a certification training?

Our expert instructors will lead you through the IIA exam syllabus in structured and interactive online sessions to ensure that you understand all the different topics. They will give you all practical tips and tricks to optimize your success rate. You will practice together with other participants to keep you motivated and this will enable you to take the exam within the set time frame.

Our certifications

- Certified Internal Auditor
- CIA Certification in Risk Management Assurance - CRMA
- Internal Audit Practitioner Designation - IAP
- COSO Internal Control Certificate
- COSO ERM



Elevate your expertise, maximize savings!

IIA Belgium offers specific trainings for staff of your audit department based on your organization's specific needs. The training can be based on an existing training from our program which will be delivered exclusively for your audit department or the training can be tailored made combining different existing courses based on your expectations.

Unlock value*

Buy 3 training tickets, get 10% off: Purchase any three training tickets from our selection of training courses, and you will receive **10% discount** on the total package cost. This is a perfect opportunity to upskill yourself or collaborate with your colleagues to take advantage of the discounted rate.

Training	Discount %
3 Training Events	-10%
> 3 Training Events	-20%

20% discount for bulk purchases: The rewards of learning are even greater when you invest in your team's development together. When you buy more than three training tickets, you will unlock **20% discount** on the total package cost. This is a good opportunity for organizations seeking to elevate their entire workforce's skills and knowledge.

- *The offer excludes Certification trainings and Masterclass programs.
- * The trainings can be assigned to multiple members from the same organisation.



Meet our Academic Team

What sets our Academic Team apart is their diverse array of specializations. From seasoned Internal Auditors with a deep understanding of financial processes, to risk management maestros who navigate the complexities of uncertainty with finesse, our team covers a wide spectrum of disciplines. Their collective expertise ensures that IIA Belgium's training events and certification programs cater comprehensively to the multifaceted needs of our members.



[in](#) Koen Albers



[in](#) Benjamin Bodson



[in](#) Ben Broeckx



[in](#) Loesje Carron



[in](#) John Chesshire



[in](#) Dirk Debruyne



[in](#) Corinne Dekeuster



[in](#) Mark Dekeyser



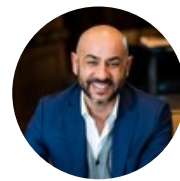
[in](#) Sarah De Ridder



[in](#) Matej Drašček



[in](#) Dina Eldrina



[in](#) Aurélien Herquel

Join our learning journey today!

One of the hallmarks of our academic team is their practical experience in the industry. Many of our instructors have also made significant contributions to the field, offering to participants insights into the real challenges and opportunities they will encounter in their careers in IA.

Join us to experience a transformative learning journey that goes beyond traditional boundaries and prepares you for a successful career in internal auditing. With our exceptional academic team by your side, the sky's the limit!




 Kelly Hogan



 Sara James



 Jerome Lobet



 Faiçal Mourabit



 R. Nistor-Lustermans



 James Paterson



 Carl Pitchford



 Anne Rozinat



 Frederic Spencer



 Hilde Union



 Els Van den Bossche



 Bart Van Hoorebeeck

General Information

	Description
Title	Title of the event
Duration	Duration of the event
Price	Early bird/non-early member prices*
Facilitator	Name of the facilitator
Location	On-site (IIA Belgium)/on-line

*VAT is not included

Level	Description
Beginner	Experience < 2Y
Intermediate	Experience 2Y - 5Y
Expert	Experience > 5Y
All Level	All levels




Overview of Training Events

Title	Duration	Price	CPE Points	Facilitator	Location	Level
Application Controls (AC) in Operational Processes uncovered	2 Days	€1200/1400	14 CPE	C. Dekeuster	IIA Belgium	Beginner
NEW Are we, internal auditors, as objective as we think we are?	2 Hours	€75/100	2 CPE	M. Draszek	Virtual	Beginner
Assurance over GRC, Strategic risks, projects and programmes	2 Days	€450/550*	7 CPE	J. Paterson	Virtual	Expert
Auditing Corporate Governance	2 Days	€1200/1400	14 CPE	M. Dekeyser	IIA Belgium	Expert
Auditing employee health, welfare and wellbeing risk	1 Day	€450/550*	7 CPE	J. Chesshire	Virtual	Beginner
Auditing GDPR maturity and compliance	1 Day	€600/700	7 CPE	K. Albers	IIA Belgium	Intermediate
NEW Auditing Human Capital in a post pandemic professional environment - introduction	1 Day	€600/700	7 CPE	E. van den Bossche	IIA Belgium	Beginner
NEW Auditing Organisational Resilience & Robustness	2 Days	€1200/1400	14 CPE	C. Pitchford	IIA Belgium	Intermediate



Overview of Training Events

Title	Duration	Price	CPE Points	Facilitator	Location	Level
Auditing Procurement and Contract Management	1 day	€600/700	7 CPE	J. Lobet	IIA Belgium	Beginner
Auditing Projects and Project Management	2 Days	€1200/1400	14 CPE	K. Albers	IIA Belgium	Intermediate
 Automated Business Processes and Application Controls 	1/2 Day	€300/350	4 CPE	G. Brun	IIA Belgium	Intermediate
 Business Continuity Management (BCM) and Disaster Recovery Planning (DRP) 	1/2 Day	€300/350	4 CPE	G. Brun	IIA Belgium	Intermediate
Certified Internal Auditor - CIA	3 Parts	Various fees	14,14,21 CPE	IFACI	Virtual	All levels
 Comment pratiquer le COSO dans la mission d'audit	2 Days	€1200/1400	14 CPE	B. Bodson	IIA Belgium	Beginner
 Comment produire des rapports à valeur ajoutée: L'art de transformer les recommandations en actions	2 Days	€1200/1400	14 CPE	F. Spencer	IIA Belgium	All levels
COSO Fraud Risk Management	1 Day	€600/700	7 CPE	K. Albers	IIA Belgium	Intermediate


Overview of Training Events

Title	Duration	Price	CPE Points	Facilitator	Location	Level
COSO: Internal Control Certificate Program	4 Days	€1900/2400	23 CPE	M. de Pooter	Virtual	Intermediate
Cybersecurity Auditing in an Unsecure World	3 Days	€1200/1400	14 CPE	M. Dekeyser	IIA Belgium	Expert
NEW Cybersecurity Fundamentals for Non-IT Auditors: A Practical Approach 	4 Hours	€300/350	4 CPE	M. Dekeyser	IIA Belgium	Beginner
NEW Daily Operations for the Small Audit Boutique	2 Days	€1200/1400	14 CPE	C. Pitchford	IIA Belgium	All levels
NEW Data, Databases, Big Data, Encryption, Anonymization 	1/2 Day	€300/350	4 CPE	G. Brun	IIA Belgium	Intermediate
Developing the Audit Plan & Audit strategy	2 Days	€450/550	7 CPE	J. Patterson	IIA Belgium	Intermediate
NEW Elevating Internal Audit Impact: building trust and a culture of effective internal control on a shared purpose	1 Day	€600/700	7 CPE	R. Nistor-Lustermans	IIA Belgium	All levels
ESG CERTIFICATE : Internal auditing for sustainable organizations	4 Days	€1700/2200	16 CPE	IFACI	Virtual	Intermediate

Overview of Training Events

Title	Duration	Price	CPE Points	Facilitator	Location	Level
ESG: What is it and which role is there for Internal Audit?	Depends on the session	Various fees	7 CPE	D. Debruyne/ A. Herquel	IIA Belgium/ Virtual	Intermediate
Ethics Workshop	2 Hours	€50/50	2 CPE	F. Spencer/ F. Mourabit	Virtual	All Levels
EU Financial Services for Internal Auditors Certificate	4 Days	€1900/2400	2 CPE	IFACI	Virtual	Intermediate
Excel Data Analysis	1 Day	€600/700	7 CPE	M. Dekeyser	IIA Belgium	Expert
Excel for Auditors	1 Day	€600/700	7 CPE	M. Dekeyser	IIA Belgium	Expert
Fraud Risk/Controls Auditing	2 Days	€1200/1400	14 CPE	K. Albers	IIA Belgium	Intermediate
 Fundamentals of IT Infrastructure: Hardware and Software Essentials 	4 Hours	€300/350	4 CPE	M. Dekeyser	IIA Belgium	Beginner
 Inleiding tot Interne Audit	2 Days	€2500/2750	35 CPE	M. Dekeyser	IIA Belgium	Beginner
Introduction to Internal Audit	4,5 Days	€2500/2750	31 CPE	K. Hogan	IIA Belgium	Beginner



Overview of Training Events

Title	Duration	Price	CPE Points	Facilitator	Location	Level
 Introduction to IT audit: Understanding & Auditing Business Processes' risks related to IT	2 Days	€1200/1400	14 CPE	G. Brun	IIA Belgium	Beginner
Introduction to risk management and control	1 Day	€600/700	7 CPE	D. Debruyne	IIA Belgium	Beginner
 IT Governance and Compliance and Regulatory framework 	1/2 Day	€300/350	4 CPE	G. Brun	IIA Belgium	Intermediate
 IT Risk Management Essentials 	1/2 Day	€300/350	4 CPE	G. Brun	IIA Belgium	Intermediate
 Krachtige Auditrapporten Schrijven	1 Day	€600/700	7 CPE	M. Dekeyser	IIA Belgium	Intermediate
 La pratique de l'audit agile dans la mission d'audit	1 Day	€600/700	7 CPE	G. Brun	IIA Belgium	Beginner
Lean & Agile Auditing	2 Days	€1200/1400	7 CPE	J. Paterson	Virtual	Beginner
 Les contrôles d'application (AC) dans les processus opérationnels	2 Days	€1200/1400	14 CPE	C. Dekeuster	IIA Belgium	Beginner

Overview of Training Events

Title	Duration	Price	CPE Points	Facilitator	Location	Level
Managing yourself and others: Influencing and Well-Being for internal auditors	1 Day	€450/550	7 CPE	J. Paterson	Virtual	Intermediate
Mapping Risk in a Changing World	4 Hours	€300/350	4 CPE	S. James	Virtual	Intermediate
Master Class - Internal Audit Essentials 2024	16 Days	€6000/6600	112 CPE	IIA Bel team	IIA Belgium	Beginner
 Meeting expectations from the AC, Board and Management Committee	1 Day	€600/700	7 CPE	K. Albers	IIA Belgium	Intermediate
 Méthodologie d'une mission d'audit interne	3 Days	€1800/2000	21 CPE	B. Bodson	IIA Belgium	Beginner
 Navigating Disruptive Technologies: A Guide for Business Auditors 	4 Hours	€300/350	4 CPE	M. Dekeyser	IIA Belgium	Intermediate
Preparing for an External Quality Assessment: virtual sessions	4,5 Hours	€450/550	4 CPE	K. Hogan	Virtual	Expert
Process Mining for Auditors	2 Days	€375/515	4 CPE	A. Rozinat	IIA Belgium	Intermediate

Overview of Training Events

Title	Duration	Price	CPE Points	Facilitator	Date	Level
NEW Radical Reporting	2 Days	€450/550	7 CPE	S. James	Virtual	Beginner
NEW Risk Mapping	2 Days	€1400/1800	14 CPE	G. Brun	IIA Belgium	Beginner
Root Cause Analysis for Enhancing Internal Audit Effectiveness	1 Day	€600/700	7 CPE	J. Lobet	IIA Belgium	Beginner
Smooth sailing: How to run a successful risk-based audit	1 Day	€600/700	7 CPE	K. Hogan	IIA Belgium	Intermediate
NEW The Practice of Agile internal auditing in your mission	1 Day	€700/900	7 CPE	G. Brun	IIA Belgium	Intermediate
NEW Understanding IT Networks: Assessing Connectivity and Ensuring Security	 4 Hours	€300/350	4 CPE	M. Dekeyser	IIA Belgium	Intermediate
NEW Understanding the IT environment and its core processes	 1 Day	€450/550	7 CPE	G. Brun	Virtual	Intermediate
NEW Working with other Assurance providers, Coordination and Effective Assurance Mapping	1 Day	€450/550	7 CPE	J. Chesshire	Virtual	Intermediate

Application Controls (AC) in Operational Processes uncovered

C. Dekeuster

€1200/1400

2 Days

IIA Belgium

Beginner

14 CPE



Overview

Digitalisation has accelerated the automation of business operational processes. This has made our lives easier in many ways, but the underlying technology also brings new risks. Companies that want to have and maintain control over digitalisation must be able to identify those risks and, where necessary, tackle them. The role of Internal Audit is to audit both the operational business process and the underlying Application systems' risks to provide stakeholders with a comprehensive picture.

Target Audience

This training requires a basic knowledge of IT and audit skills.

Course Objectives

This course teaches you how to integrate IT and digital risks in the operational audits that you perform on existing business processes. You will learn how IT and digital risks can influence those processes and how you can identify and audit them.

You will learn, through practical examples, how to perform a combined business and application systems audit in a risk-based audit approach. You will also learn about the consequences application systems and digital risks can have for organisations and how you can best deal with those consequences. It goes without saying that you will be provided with all the tricks and techniques to perform combined audits properly and according to the latest insights.

This training does not cover the ITGCs (General IT Controls) – see training “Understanding & auditing Business processes’ risks related to IT (IT General Controls)”.

This training is based on an extensive case study.

- Identifying and describing the business process’ scope ready for risk assessment.
- Mastering the operational audit process.
- Identifying the types of automation in the business processes.
- Assessing the application system’s risks impacting business.

Course Content

- Application Systems and operational audit definition, contents, scoping.
- Operational process management & documentation.
- Mastering the operational audit process.
- Identifying the types of automation in the business processes.
- Performing the integrated audit scoping, risk assessment and assignment (work programme evaluation and testing).
- ITGCs (a short summary).
- Application controls extended (in the Preparation, Input, Process and Output phases of a business process) – also in ERP systems and UDAs EUC).
- Assessing mitigating application controls in the operational process audit.
- References documents – ready to use.

[Register](#)



Are we, internal auditors, as objective as we think we are?

M. Draszek **€75/100** **2 Hours**

Virtual **Beginner** **2 CPE**



- Survivorship bias,
- Authority bias,
- Framing effect,
- Base Rate Fallacy,
- Gambler’s fallacy,
- Confirmation bias,
- The peak end rule,
- Availability heuristic etc.

[Register](#)

*Member/non-member price.

Overview

Objectivity is one of four principles internal auditors obey. But the latest research shows that to be objective is almost impossible because of our biases. In the seminar the participants will through exercises and tools assess their own biases and learn how to improve their objectivity in their internal audit jobs.

Target Audience

- Chief Audit Executives
- Internal auditors
- Compliance officers

Course Content

- Recognize typical cognitive biases in internal auditors.
- Importance of identifying biases in model risks.
- Learn the tools to improve the decision making.

Course Objectives

The seminar will be interactive as there will be a series of tasks that the participants will have to perform. As such they will get to know how biases work in real life and situations. Some of the biases that the participants will get to know are:

- Bias bias
- Dunning – Kruger effect.

Assurance over GRC, Strategic risks, projects and programmes

J. Paterson

€450/550*

2 Days

Virtual

Expert

7 CPE



75% will be key tools and techniques and 25% practical issues/actions/ solutions of those attending.

[Register](#)

*Member/non-member price

Overview

Crucial to internal audit success is an audit team that can deliver value adding audits in an efficient manner. This requires a good understanding of technical issues, but increasingly a range of softer skills. This course delivers a range of impactful events to help any audit team deliver to a higher level.

Target Audience

This course is for experienced auditors/audit managers and heads of audit, and will also be a valuable introduction to those involved in process excellence, working in IT, Health Safety & Environment and also Procurement and Project Management.

Course Objectives

You will learn:

- The fundamentals of success – benefits / functionality, cost/budget and timelines.
- How easy it is to get things wrong and why.
- Different project management frameworks – PMBOK, PMI, Prince II, Prince Lite, Agile.
- The importance of role clarity all the way up to a project steering group.
- Engaging 3rd parties/consultants and managing them.
- Being clear about your appetite for risk (in a practical way).
- How to obtain assurances at different stages of a project and what constitutes good assurance.
- How to focus on what's most important – to see the wood from the trees.

Auditing Corporate Governance

M. Dekeyser

€1200/1400

2 Days

IIA Belgium

Expert

14 CPE



Overview

Corporate Governance is a somewhat special process, that inherently exists in every organization. Senior Management and the members of the Board of Directors perform activities that are typically linked to this process of Corporate Governance, to well manage the organization. For auditors, it's a special type of audit to perform, because unlike operational audits that look downwards in the organization, this audit type aims to have a look at the tone of at the top.

Target Audience

Audit directors, senior auditors, managers, supervisors and anyone responsible for auditing governance.

Course Objectives

- Analyze the evolutions regarding Corporate Governance from an auditor point of view.
- Define Audit's involvement in Corporate Governance.
- Set up a framework for auditing the Governance process steps and activities.
- Create your own Corporate Governance Audit Program.
- Address recommendations to Top management so to provide added value to the organization.

Course Content

- Why is Corporate Governance required?
- What does Corporate Governance specifically mean?
- Corporate Governance as a process in the Audit Universe.
- The role of Audit in the Corporate Governance process.
- Sources that can be used by the Auditor as benchmarks for an audit program.
- Setting up the Audit Program.
- The Audit Assignment.
- Audit steps.
- Execution of the Audit.
- Identification of Corporate Governance issues.
- Recommendations.
- Case studies and discussion with the participants.

Prerequisites

Participants should possess an understanding of corporate governance principles and practices. Familiarity with auditing concepts at an expert level is strongly recommended. This program is designed for seasoned professionals with extensive experience in auditing, particularly those involved in assessing processes at senior management levels and aiming to enhance them.

[Register](#)

Auditing employee health, welfare and wellbeing risk

J. Chesshire

€450/550*

1 Day

Virtual

Beginner

7 CPE



- Recognize the key objectives of staff health, welfare and wellbeing and the advantages that a focus on these areas can bring an organization and its people.
- Identify and assess risk and appropriate mitigation associated with staff health, welfare and well-being, from an internal audit perspective.
- Deliver professional insight and internal audit assurance on these challenging and evolving subjects, covering both the workplace and remote, homeworking environments.
- Better understand emerging trends, good practices and developments in these areas.

Overview

Increasingly, the best organisations have recognised the need to properly ensure the health, welfare and wellbeing of their people. They are demonstrating a real duty of care through word, practice and action - evidencing that people are indeed their greatest asset. What is your organisation doing in this critical area and how is it managing the associated risks in the changed, post-pandemic world?

This course will show you how to provide effective, insightful internal audit assurance and advice over evolving, topical and business critical aspects of employee health, welfare and wellbeing, giving you the tools, confidence and understanding to plan and conduct your own value adding engagements in this vital area.

Target Audience

This one-day course is designed to be relevant to internal auditors from every business sector and for delegates with varying levels of practical experience. It is of most relevance to those who are about to audit employee health, welfare and wellbeing risk, or the HR function, or who need to know more about these activities.

Course Objectives

Upon completion you will:

- Understand the role and importance of HR, staff health, welfare and wellbeing practices.

Course Content

This course will take you through a blend of input, theory, discussion and practical exercise covering:

- People risk and its importance.
- A background to staff health, welfare and wellbeing and its importance for all organisations, irrespective of sector.
- Key staff health, welfare and wellbeing objectives.
- Alternate staff health, welfare and wellbeing strategies available to organizations Key staff health, welfare and wellbeing risks and options for risk mitigation.
- Topical issues, emerging trends, good practices and developments in these areas.
- Common challenges and issues faced when auditing staff health, welfare and wellbeing practices and how to overcome these.

[Register](#)

*Member/non-member price.

Auditing GDPR maturity and compliance

K. Albers

€600/700

1 Day

IIA Belgium

Intermediate

7 CPE



Overview

This training class helps you to understand, and be able to develop a risk-based audit approach to assess compliance with the GDPR and data protection procedures. The GDPR introduced additional responsibilities for organisations processing personal data and assigned more rights to the individuals whose personal data is processed. This requires the implementation of additional processes and robust procedures and is not at all limited to IT security.

Basic GDPR principles will be discussed and clarified through the use of practical cases so that participants understand the essential control objectives and required controls. The training will also cover several Data Protection maturity assessment models that can assist with a broad and efficient screening of the overall maturity and to quickly identify blind spots and poor controls.

Participants will be coached on the development of compliance audit programs for specific high-risk GDPR provisions such as data subject rights, 3rd party processors of personal data, handling of data breaches and records of processing activities. This will happen through a series of exercises, feedback sessions and class discussions.

Target Audience

Internal auditors, audit managers and directors with a keen interest to gain an in-depth understanding of the GDPR implications on an organization's data protection procedures and how Internal Audit can provide independent assurance over the key risks relating to the GDPR.

Course Objectives

- Obtain profound knowledge on data protection key risk areas and processes in order to understand key areas to focus on during audits.
- Learn how to use good practice checklists to help you secure your organization, protect your customers' personal data, and avoid costly fines for non compliance.
- Receive guidance on audit tools and techniques which will enhance the efficiency and effectiveness of auditing GDPR obligations.

Course Content

- Accountability and governance around the DPO function, privacy policies and training.
- Processing principles such as data minimization, legitimate purposes, lawful processing, appropriate technical or organizational measures to ensure security of personal data.
- Audit tools and techniques to evaluate the design and good functioning of processes and controls around the key GDPR.

[Register](#)



Auditing Human Capital in a post pandemic professional environment – introduction

E. van den Bossche €600/700 1 Day

IIA Belgium Beginner 7 CPE



Overview

Human capital, talent management and retention is the second biggest risk organisations in Europe continue to face, according to the Risk in Focus 2024 survey ECIIA. Many businesses find themselves out of sync with post-pandemic culture. This is a vital area to tackle as both strategic goals and risk management require a broad and deep base of talent and skills for success. Without the right staff, achieving strategic goals and effectively managing risk is less likely.

Target Audience

auditors interested in soft auditing topics

Course Objectives

This course provides participants with a basic understanding of Human Capital, Talent Management and its risks & challenges in a post pandemic professional environment.

After having completed the course, the participant should be able to:

- Evaluate how well the organisation’s policies and procedures on talent acquisition, career progression, training and promotion are designed to attract and retain staff, and whether they are clearly communicated.
- Evaluate whether the organisation’s employee engagement surveys, exit interviews, and other feedback mechanisms effectively assess employee satisfaction levels and issues affecting morale.

Course Content

Understanding Post pandemic culture and its challenges
Introduction into the basics of Strategic and Operational Talent Management and its stakeholders.

Auditing the employee life cycle: hybrid internal audit methodologies:

- Talent Acquisition
- Career progression
- Training
- Promotion
- Retention

Cliffhanger : creative session on how to address your actual challenges when designing an internal audit set-up relate to this topic.

Prerequisites

- 1.prework – hand in your challenges as an internal auditor auditing Human Capital in a post pandemic professional environment.
- 2.Familiarize upfront with the topic by listening to the podcast Human Capital - [HERE](#)

Register



Auditing Organisational Resilience & Robustness

C. Pitchford €1200/1400 2 Days

IIA Belgium Intermediate 14 CPE



- The sources of stress and the key existing and emerging threats to the business and the socio-technological system in which services are provided.
- The interactions of Internal audit and how it can use this information to shift its emphasis towards providing insights on the robustness of controls in times of stress rather than simply providing assurance on the effectiveness of controls in the existing context.

Register

Overview

- Businesses globally are on a path of continuous change, amid extreme political, environmental and catastrophic events.
- At the same time, the pace of digital transformation continues to increase at record speeds, with more change expected in the next decade than we have ever seen in history.
- Business resilience and robustness seek to strengthen and continually improve operations.
- Simply put, building organisational resilience will help your business prosper. Good governance and effective risk management, incorporating audit and assurance activities which are forward-looking, flexible and consultative, can help organisations remain competitive, meet stakeholder expectations, and thrive long-term regardless of most circumstances.
- Organisations with a focus on resilience often emerge renewed and strengthened amid disruption.

Course Content

- The eco-system network in which the organisation participates.
- This includes services, clients, providers, out-sourcing, regulators demands.
- The meaning of resilience and robustness for the governing body of the organisation and top management.
- The key services which provided to our eco-system and how fast must they be restored. The interdependencies between them.

Auditing Procurement and Contract Management

J. Lobet**€ 600/700****1 day****IIA Belgium****Beginner****7 CPE**

Course Content

A blend of theoretical, technical, discursive and practical approaches covering:

- Procurement and its strategic relevance to organizations,
- The objectives of strategic procurement,
- Operational procurement and the procurement cycle,
- Contract management,
- Developing an outline scope for an internal audit of procurement,
- A comprehensive exercise covering risk identification and mitigation and the development of a RCM for an audit of procurement.

Prerequisites

General knowledge of audit concepts and techniques

[Register](#)

Overview

Procurement is a critical, high risk activity for every organization. Considerable energy and resources are invested in developing procurement strategies, processes and services. Procurement exercises are costly to run, contract management is often poorly undertaken and value for money is hard to achieve. This course will show you how to provide effective, professional insight and internal audit assurance over this important area.

Target Audience

This course has been designed to be relevant to internal auditors, audit managers and chief audit executives from every business sector – private, public and voluntary – and for delegates with varying levels of practical experience. It is of most relevance to those about to embark upon an internal audit of procurement, contract management and the associated risks, for those who manage audits in this area or for those wishing to stay up to date with topical developments and emerging areas of internal audit interest.

Course Objectives

- Learn about the importance of procurement and contract management to organizations.
- Provide guidance in setting up an audit work program for a procurement – & contract management audits.

Auditing Projects and Project Management

K. Albers

€1200/1400

2 Days

IIA Belgium

Intermediate

14 CPE



Overview

The training class covers project management essentials and guidance on tools and techniques to audit projects and project management. This class will prepare you to understand, and be able to evaluate, project management processes and deliverables. Participants will learn to develop an audit approach to evaluate controls covering key risks associated with projects and project management. Throughout the course good practices will be discussed and applied to typical problem areas so that participants will be able to develop an audit approach that is adjusted to their organisation's need. Real life cases and examples will be discussed to identify typical project (management) risks and good practice controls with guidance on tools and techniques to evaluate such controls.

Target Audience

Internal auditors, audit managers and directors with basic knowledge on project management and with a key interest to gain an in-depth understanding of how projects and project management can be audited using an efficient and well-structured approach.

Course Objectives

- Learn how to deal with projects and project management processes in your organisation from an audit point of view.
- Obtain profound knowledge on project management risks and processes in order to understand key areas to focus on during audits.
- Receive guidance on audit tools and techniques which will enhance the efficiency and effectiveness of auditing projects and project management

Course Content

- Introduction to project management, popular project management methodologies such as PRINCE2 (including Agile) and PMBOK with focus on typical deliverables (products) that result from project management execution.
- Key processes, risks and expected controls in project management in order to develop an audit approach and techniques to perform project management audits.
- Practical examples, good practices, individual and class exercises and discussions practicing techniques to audit specific projects or general project management areas.
- Maturity models, Project Management methodology frameworks and IIA guidance material to assist in developing audit objectives, scope, risk analysis, expected controls and audit testing approach.

[Register](#)

Automated Business Processes and Application Controls

G. Brun

€300/350

1/2 Day

31/05/2024

Intermediate

4 CPE



Overview

This training is specifically designed to empower participants with the knowledge and skills to conduct effective audits of automated business processes, with a focus on application controls. Participants will gain a comprehensive understanding of automated business processes, learn to identify controls and vulnerabilities, and develop improvement recommendations. The training is structured to enhance participants' capabilities in ensuring control and efficiency within automated business processes.

Target Audience

This program is tailored for auditors and professionals involved in auditing automated business processes, with a particular interest in application controls. Prior knowledge of IT fundamentals and audit concepts is recommended.

Course Objectives

- **Understanding Automated Business Processes:**
 - Gain a deep understanding of the nature and intricacies of automated business processes.
 - Explore the relationship between automation and operational efficiency.
- **Identification of Controls and Vulnerabilities:**
 - Develop skills to identify and evaluate controls within automated business processes.
 - Recognize vulnerabilities that may impact the effectiveness of automation.

- **Application Controls:**
 - Delve into the concept of application controls and their significance in automated business processes.
 - Understand how application controls contribute to overall risk management.

Course Content

- **Introduction to Automated Business Processes:**
 - Overview of automated business processes and their impact on organizational efficiency.
 - Understanding the automation lifecycle.
- **Identification and Evaluation of Controls:**
 - Techniques for identifying and evaluating controls within automated processes.
 - Case studies illustrating successful control implementations.
- **Vulnerability Assessment:**
 - Methods for recognizing vulnerabilities in automated business processes.
 - Strategies for assessing the impact of vulnerabilities on process outcomes.
- **Application Controls in Automated Processes:**
 - In-depth exploration of application controls and their role in ensuring process integrity.
 - Practical examples demonstrating the implementation of application controls.

Prerequisites

Basic knowledge of IT fundamentals, including an understanding of hardware and software components, is recommended. Participants should have a familiarity with general computer usage and basic networking concepts. A willingness to engage in discussions and hands-on activities to reinforce learning is essential.

[Register](#)

Business Continuity Management (BCM) and Disaster Recovery Planning (DRP)

G. Brun

€300/350

1/2 Day

24/05/2024

Intermediate

4 CPE



- Risk Mitigation and Recovery Preparedness:
 - Understand the significance of risk mitigation in the context of IT systems.
 - Develop strategies for recovery preparedness in the face of unexpected incidents.

Course Content

- **Introduction to BCM and DRP:**
 - Overview of Business Continuity Management and Disaster Recovery Planning.
 - Importance of these plans in maintaining operational continuity.
- **Assessment Techniques:**
 - Practical methodologies for assessing the robustness of BCM and DRP.
 - Identifying key components and critical dependencies in recovery plans.
- **Risk Identification and Mitigation:**
 - Techniques for identifying and assessing risks associated with unexpected incidents.
 - Strategies for effective risk mitigation in BCM and DRP.
- **Incident Response:**
 - Developing incident response protocols for quick recovery.
 - Case studies illustrating effective responses to real-world incidents. [\(Read more\)](#)

Prerequisites

Basic knowledge of IT fundamentals is recommended. Familiarity with general IT components and an understanding of risk awareness will enhance the learning experience. Active participation in discussions and case studies is encouraged to reinforce practical learning.

[Register](#)

Overview

This training is crafted to provide non-IT auditors with a comprehensive understanding of Business Continuity Management (BCM) and Disaster Recovery Planning (DRP). Participants will gain practical skills to assess the robustness of business continuity and disaster recovery plans, ensuring swift recovery of critical IT systems in the face of unforeseen incidents such as natural disasters, cyberattacks, or system failures.

Target Audience

This program is designed for non-IT auditors and individuals involved in auditing business processes, seeking a deeper understanding of Business Continuity Management and Disaster Recovery Planning. Basic knowledge of IT fundamentals is recommended but not mandatory.

Course Objectives

- **Comprehensive Understanding of BCM and DRP:**
 - Gain in-depth knowledge of Business Continuity Management and Disaster Recovery Planning principles.
 - Understand the importance of these plans in ensuring the resilience of critical IT systems.
- **Assessment of Robustness:**
 - Develop practical skills to assess the robustness of business continuity and disaster recovery plans.
 - Learn to identify potential vulnerabilities and gaps in the plans.

Certified Internal Auditor - CIA



Overview

As the only globally recognized internal audit certification, becoming a Certified Internal Auditor® (CIA®) is the optimum way to communicate knowledge, skills, and competencies to effectively carry out professional responsibilities for any internal audit, anywhere in the world. The CIA certification proves that you:

- Possess current knowledge of The IIA's International Professional Practices Framework (IPPF) and demonstrate appropriate use.
- Are able to perform an audit engagement in conformance with the International Standards for the Professional Practice of Internal Auditing.
- Understand organizational governance and can apply tools and techniques to evaluate risks and controls.
- Can apply the business, IT, and management acumen needed for internal auditing

Course Objectives

Part 1 - Essentials of Internal Auditing

IFACI €900/1100* 1 Day 14 CPE

Virtual All Levels Register

The CIA exam Part 1 is well aligned with The IIA’s International Professional Practices Framework (IPPF) and includes six domains covering the foundation of internal auditing; independence and objectivity; proficiency and due professional care; quality assurance and improvement programs; governance, risk management, and control; and fraud risk.

Part one tests candidates’ knowledge, skills, and abilities related to the International Standards for the Professional Practice of Internal Auditing, particularly the Attribute Standards (series 1000, 1100, 1200, and 1300) as well as Performance Standard 2100.

Part 2 - Practice of Internal Auditing

IFACI €900/1100* 1 Day 14 CPE

Virtual All Levels Register

The CIA exam Part 2 includes four domains focused on managing the internal audit activity, planning the engagement, performing the engagement, and communicating engagement results and monitoring progress. Part 2 tests candidates’ knowledge, skills, and abilities particularly related to Performance Standards (series 2000, 2200, 2300, 2400, 2500, and 2600) and current internal audit practices.

Part 3 - Essentials of Internal Auditing

IFACI €1350/1550* 1 Day 21 CPE

IIA Belgium All Levels Register

The CIA exam Part 3 includes four domains focused on business acumen, information security, information technology, and financial management. Part Three is designed to test candidates’ knowledge, skills, and abilities particularly as they relate to these core business concepts. Format: 1,5 hours online evening sessions during which you will get the opportunity to raise your questions, make similar exercises, learn some do’s and don’ts and receive some tips and tricks on how to approach your exam preparation.

*Member/non-member price.

COSO: Internal Control Certificate Program

M. de Pooter €1900/2400 4 Days
Virtual Intermediate 23 CPE



Overview

The COSO Internal Control Certificate provides an opportunity to develop expertise in implementing and monitoring a system of internal control. Based on COSO’s 2013 Internal Control — Integrated Framework, obtaining this certificate helps professionals gain operational efficiencies, deter fraud, make better business decisions and positively influence better risk management practices

Designing and implementing an effective system of internal control can be challenging, and adapting to rapidly changing business models, new technologies, or globalization requires that system to be agile. An Internal control system requires the use of judgment to monitor and assess its effectiveness, and it must provide insight on the application of controls. The new certificate, through a blend of self paced learning and live classroom training, offers you a unique opportunity to develop an expertise in designing, implementing, and conducting an internal control system. This 25,5 credit program takes you through the framework from start to finish and, through the use of real-world scenarios, allows you to: understand the principles-based approach, identify and analyze risks, develop confidence in the internal control system, Learn from experts and share your experiences with your peers. Upon completion of the pre-work (two online modules) and the training program, you’ll be eligible to sit for the exam and earn your certificate.

Course Objectives

Provide an introduction to key concepts of the Framework Allow you to think about the Framework in the context of your own entity.

Course Content

Overview of the Framework. Control Environment. Risk Assessment. Control Activities. Information and Communication. Online Exam. Certificate and Digital Badge.

Find the full program from IFACI [here](#).

Session 1 Session 2



Comment pratiquer le COSO dans la mission d'audit

B. Bodson**€1200/1400****2 Days****IIA Belgium****Beginner****14 CPE**

Overview

Le COSO 2013, référentiel de contrôle intégré est largement utilisé au sein des organisations publiques et privées pour les fonctions de risque, de contrôle et l'audit interne. La pratique de COSO dans les missions d'audit est devenue incontournable afin de s'assurer que les risques sont maîtrisés et les objectifs sont atteints via un système de contrôle interne intégré (environnement de contrôle, évaluation des risques, activités de contrôle, Information et communication et pilotage)

Target Audience

Auditeurs, responsables des risques et contrôleurs internes.

Course Objectives

- Comprendre le contenu du référentiel COSO 2013 : les 5 composantes, 17 principes et les 81 points d'attention du contrôle interne.
- Identifier l'utilisation pratique du référentiel pour l'auditeur, le contrôleur, le manager.
- Auditer: maîtriser l'utilisation de COSO 2013 pour bâtir le programme de travail de la mission d'audit et pour évaluer l'adéquation des contrôles en place.
- Situer le dispositif de maîtrise des contrôles actuel de votre organisation au regard de COSO pour établir des recommandations à valeur ajoutée
- Beaucoup d'exercices pratiques et d'interaction

Course Content

- Le système de contrôle interne.
- Définition du risque et du contrôle.
- Le modèle des 4 lignes, et du rôle du COSO 2013 pour les différentes parties prenantes. (Le COSO ERM est introduit mais fait l'objet d'une autre formation).
- Le contenu du cadre COSO 2013 :
 - 5 composantes,
 - 17 principes et,
 - 81 points d'attention.
- Audit et test du système de contrôle actuel de votre organisation au regard des principes du COSO.
- Utilisation de COSO de manière pratique dans les différents types et étapes des missions d'audit.

Register



Comment produire des rapports à valeur ajoutée: L'art de transformer les recommandations en actions

F. Spencer

€1200/1400

2 Days

IIA Belgium

All levels

14 CPE



La pertinence et la valeur ajoutée d'un rapport d'audit se jouent donc très à l'amont de la phase proprement dite de rédaction et de communication des résultats. Il importe, au travers du présent séminaire, d'en prendre conscience et d'en identifier les facteurs clefs de succès.

[Register](#)

Overview

Formuler clairement, expliquer, démontrer, convaincre, faire passer des messages, les rendre lisibles et attractifs requiert:

- des techniques et des méthodes adaptées au monde professionnel de l'audit interne ;
- des qualités comportementales stimulant un climat de confiance.

La qualité des documents produits tout au long d'une mission d'audit interne, dont évidemment la communication des résultats, conditionne l'image de marque de l'Audit Interne, l'acceptation des conclusions de la mission/du rapport d'audit et finalement la mise en œuvre des recommandations.

Richard Chambers, ancien Président et CEO de l'IIA, indique clairement dans son blog : « Le contenu de nos rapports d'audit doit toujours apporter une valeur ajoutée à l'organisation, mais c'est la façon dont nous communiquons dans nos rapports qui détermine l'accueil réservé à ces constats et recommandations. »

COSO Fraud Risk Management

K. Albers

€600/700

1 Day

IIA Belgium

Intermediate

7 CPE



Overview

This one-day training class helps auditors and audit managers to obtain a comprehensive understanding of Fraud Risk Management (FRM). The course is structured around the second edition (2023) of the COSO Fraud Risk Management Guide and will cover the essential components an organisation should have in place to manage its fraud risk. Topics will be covered through guidance on tools, tricks and procedures and by means of several good practice examples. You will be coached on the set-up of a FRM system adapted to your organisation through a series of exercises, feedback sessions and class discussions.

Target Audience

Internal auditors, audit managers and directors with basic knowledge on COSO ERM but with a key interest in learning how to understand and be able to evaluate an organisation's fraud risk management system.

Course Objectives

- Learn how internal audit can and should play a role in (evaluating) an organisation's fraud risk management system.
- Obtain profound knowledge of fraud risk management and specific components which will enhance your understanding on the effectiveness of fraud risk system components.
- Receive guidance in setting up an audit work program for evaluating an organisation's fraud risk management system

Course Content

- Guidance on key aspects of the 5 Fraud Risk Management principles: Fraud Risk Governance, Fraud Risk Assessment, Fraud Control Activities, Fraud Investigation (and Corrective Action) and Fraud Risk Management Monitoring Activities.
- Tips and tricks on how to practically implement a Fraud Risk Management system that is adapted to the needs of your organisation by covering good practices, easy-to-use templates and tools, and basic procedures.
- Coaching on the set-up of a FRM system adapted to your organisation through exercises on assessment of fraud risk, design of essential fraud prevention and detection controls, and monitoring the functioning of the Fraud Risk Management system.

Prerequisites

The training class itself and all materials will be provided in English. Prior to the class, participants are advised to read through the executive summary of the COSO Fraud Risk Management Guide 2nd edition (available for free on the [coso.org](https://www.coso.org) website). The full version of the 2nd edition (e-copy) is available for purchase via IIA's bookstore (79 USD).

[Register](#)

Cybersecurity Auditing in an Unsecure World

M. Dekeyser

€1200/1400

3 Days

IIA Belgium

Expert

14 CPE



Overview

Is your organization ready for a cyber-attack? Are you protecting your customer's precious data? A few million dollars — that's the average cost of a data breach to a U.S.-based company. It's no surprise then that cybersecurity is a hot topic and a major challenge in internal auditing today.

Cybersecurity is as much of a business risk as it is a security one, making it critical for internal auditors to develop the skill set needed to take on these challenges. In this course, you will develop an understanding of cybersecurity concepts that can be used to facilitate integrated audit efforts within your organization. Developed with and facilitated by leading industry experts, this course will examine preventive, detective, and corrective controls, and how to apply the audit process to a cloud environment.

You will also be exposed to the mobile environment and cyber standards, as well as learn how to audit common security solutions.

Target Audience

This course is designed for internal auditors involved in integrated audits or those involved in audit activities that require an understanding of how to manage the impact of cybersecurity events on business risks.

Course Objectives

- Define cybersecurity from an audit perspective, including an understanding of its scope, limitations, and how to measure effectiveness.
- Identify the purpose of preventive, detective, and corrective controls.
- Understand cyber liability insurance and its impact on cybersecurity.
- Understand cyber standards, state notification laws, and how they affect an organization.
- Understand how to assess an organization's cyber capabilities from an attacker perspective, using threat modeling.
- Assess cybersecurity risks and controls related to using cloud providers or third-party vendors.

Course Content

- Overview of Cybersecurity
- Preventive Controls
- Detective Controls
- Corrective Controls
- Cybersecurity Risks, Cyber Liability Insurance, and State Notification Laws
- Applying the Audit Process to a Cloud Environment or Third-Party Service Provider
- The Mobile Environment, Bring Your Own Device (BYOD), and Social Networking
- Cyber Standards
- Auditing Common Security Solutions

Prerequisites

This intermediate training program is tailored for auditors with a solid foundation in auditing practices. Participants are not required to have knowledge of cybersecurity; however, a basic understanding of IT concepts and risks is recommended.

[Register](#)



Cybersecurity Fundamentals for Non-IT Auditors: A Practical Approach

M. Dekeyser **€300/350** **4 Hours**

IIA Belgium **Beginner** **4 CPE**



Overview

This training program is designed to empower non-IT auditors with essential knowledge and practical skills in cybersecurity. The program covers the basics of cybersecurity, major threats in the digital landscape, and practical protective measures. Participants will gain insights into the ever-evolving world of cybersecurity, enabling them to better assess and mitigate risks in their auditing processes.

Target Audience

This training aims at non-IT auditors and other individuals engaged in auditing functions who are seeking foundational knowledge in cybersecurity. No specific technical background is required, making the program accessible to participants with diverse professional experiences.

Course Objectives

- Understanding Basics of Cybersecurity:
 - Grasp fundamental concepts and terminology in cybersecurity.
- Identification of Major Threats:
 - Identify and comprehend major threats in the cybersecurity landscape.
- Implementing Protective Measures:
 - Learn practical protective measures and best practices to enhance cybersecurity
- Risk Mitigation Skills:
 - Develop skills to assess and mitigate cybersecurity risks in auditing processes.

- Awareness of Evolving Threats:
 - Stay informed about emerging cybersecurity threats and trends.
- Integration of Cybersecurity in Auditing:
 - Understand how cybersecurity considerations integrate into the audit process.

Course Content

- Introduction to Cybersecurity
 - Definition and importance of cybersecurity.
 - Role of non-IT auditors in cybersecurity awareness.
- Major Threats in Cybersecurity:
 - Overview of common cybersecurity threats (e.g., malware, (spear) phishing, ransomware, supplier chain, ddos, ...).
 - Understanding social engineering attacks.
- Protective Measures and Best Practices:
 - Implementing strong passwords and multi-factor authentication.
 - Best practices for secure data handling and storage. [\(Read more\)](#)

Prerequisites

No specific prerequisites are required for this training program. Participants should come with a basic understanding of business processes and a willingness to engage in discussions and hands-on activities to reinforce their learning in the field of cybersecurity.

Register



Daily Operations for the Small Audit Boutique

C. Pitchford €1200/1400 2 Days

IIA Belgium All levels 14 CPE



Overview

- An inconvenient truth: the typical internal audit department is small – averaging less than 5 internal auditors.
- Focus on the advantages of “small is often beautiful.”
- Team members of small audit functions can quickly develop a broad range of experience and knowledge simply because less staff means the staff on hand see and touch it all.
- In that same sense, organisational layers tend to be less and those actually working on the audit are often in charge and/or working with management directly.
- Being close to the action – on all sides – has benefits of its own.

Course Content

- Creating Smart Strategies for Small Functions.
- Fast and nimble implementation.
- Focusing on key areas, risks and controls.
- Using external sources of information.
- Outsourcing is not necessarily bad.
- Quick steps to improving resources and results.
- Practical tips and techniques.
- Case study examples.

Register

Data, Databases, Encryption, Anonymization

G. Brun

€300/350

1/2 Day

31/05/2024

Intermediate

4 CPE



Overview

This training is designed to equip business auditors with comprehensive knowledge and practical skills in auditing and evaluating database systems, data access controls, data privacy regulations, and the risks associated with data breaches and unauthorized access. Emphasis is placed on ensuring the confidentiality, integrity, and availability of sensitive information.

Target Audience

This program is tailored for non-IT auditors and other individuals involved in auditing business processes who seek a deeper understanding of data, data management and the associated security considerations. Prior basic knowledge of IT fundamentals is recommended.

Course Objectives

- **Comprehensive Understanding of Data Management:**
 - Gain in-depth knowledge of data management, covering concepts from traditional databases to modern big data systems.
- **Auditing Database Systems:**
 - Develop practical auditing skills specific to database systems, including assessing data structures, query performance, and overall system security.
- **Data Access Controls:**
 - Learn about effective access control mechanisms for securing sensitive data, ensuring only authorized personnel can access and manipulate information.

- **Data Privacy Regulations:**
 - Understand the landscape of data privacy regulations and compliance requirements, with a focus on how auditors can ensure organizations adhere to these standards.
- **Risks and Mitigation Strategies:**
 - Identify and analyse risks associated with data breaches and unauthorized access.
 - Develop strategies for mitigating and preventing potential data security threats.

Course Content

- **Comprehensive Understanding of Data Management:**
 - Gain in-depth knowledge of data management, covering concepts from traditional databases to modern big data systems.
- **Auditing Database Systems:**
 - Develop practical auditing skills specific to database systems, including assessing data structures, query performance, and overall system security.
- **Data Access Controls:**
 - Learn about effective access control mechanisms for securing sensitive data, ensuring only authorized personnel can access and manipulate information.

[\(Read more\)](#)

Prerequisites

Basic knowledge of IT fundamentals, including an understanding of IT general components, data awareness and security awareness, is recommended. A willingness to engage in discussions and hands-on activities to reinforce learning is essential.

[Register](#)

Developing the Audit Plan & Audit strategy

J. Patterson

€450/550*

2 Days

IIA Belgium

Intermediate

7 CPE



- what is best practice in terms of linking the internal audit plan to objectives and key risk areas, whilst delivering core assurance areas?
- how to factor in “value add” into the planning process, including potential differences in what is done between senior management and the audit committee?
- the importance of being clear about the “exam question” and knowing how much assurance each assignment is giving
- audit universes – what is best?
- what is the best way to approach longer term planning horizons, as well as shorter-term changes?
- how to do a high-level assurance map that will link to key areas of the plan
- what is an internal audit strategy and why does it matter? Using a strategic plan to clarify the position of internal audit and to raise points about positioning and staffing
- how to use the annual plan/audit strategy to deepen the relationship between the head of audit and senior stakeholders?
- how to effectively address the question “do you have enough resource?” in a way that gets a constructive debate going.

[Register](#)

*Non-member/member price

Overview

There is a new practice guide on audit planning that reminds us that audit cycles and audit universes are really a legacy of a more traditional approach to planning. Learn progressive ways to do a “top down” plan that is better aligned to strategies objectives and key risks and that incorporates other assurances. Also learn how to create a plan that adds value by being clear about the key “exam questions” and that flows into assignment plans so that timely and relevant assignments are delivered. Learn how to present an audit plan in an impactful way and make clear the needed resources and skills required for the audit team.

Target Audience

This course is for heads of Internal audit, senior audit managers and experienced auditors.

Course Objectives

This course will share some of the latest good practices and insights in relation to internal audit plans, including details from the latest global IIA practice guide. It will also help participants to clarify the link between where internal audit is going and the organisation. It will also be an excellent opportunity to benchmark what you do with others.

Course Content

- what is your process for planning and is it documented?
- who do you consult?



Elevating Internal Audit Impact: building trust and a culture of effective internal control on a shared purpose



R. Nistor-Lustermans €600/700 1 Day

IIA Belgium All levels 7 CPE

Overview

This one-day workshop is meant to help internal auditors (but also other lines of defense, like compliance, risk management, etc.) to explore how they can elevate their impact and help the organisations in which they operate to deploy a culture of effective internal control. While IA is supposed to keep its independency and provide assurance over internal control, it can also play a role in helping the organisation deploying a culture in which effective internal control is not an audit report goal, but an organisational embedded way of operating.

Having effective internal control is a sign of good corporate governance and it requires a close collaboration between various functions at different levels of the organisation. So what does it take to deploy a culture of effective internal control? In this workshop we will explore the answer to the question above, and more.

Target Audience

This training requires a basic knowledge of IT and audit skills.

Course Objectives

Outcome of the workshop:

Participants will take away tools and ideas on how:

- to build trust with their peers and stakeholders

- To show vulnerabilities and embrace other vulnerabilities in a constructive way.
- Define team and individual purpose and mission statements which link into organization purpose/mission.
- Enhance their communication and collaboration with peers and stakeholders.
- Possibly shift their perspective on how to talk about the importance of internal control effectiveness not only as IA audit report outcome but as an organisation’s way of operating.

Course Content

All organisations want to seize opportunities to deliver on their goals and vision/mission, and for that to happen they also need to manage their risks.

Having effective processes and a culture of (effective) internal controls in place, is part of that journey of achieving the organization’s goals.

How can each IA as a function and the individual internal auditors elevate its/their impact and deploy a culture of effective internal control? - Is the question we will explore in this workshop [\(Read more\)](#).

Prerequisites

No specific requirements, only to have a high-level understanding of the role of Internal Audit.

Register

ESG CERTIFICATE : Internal auditing for sustainable organizations

IFACI

€1700/2200*

4 Days

Virtual

Intermediate

16 CPE

Overview

This certificate program is designed to enhance your current understanding of ESG concepts, including ESG reporting. Organizations are increasingly under pressure to understand and manage ESG risks, particularly as investors and regulators focus on organizations producing accurate and reliable reporting on sustainability efforts. That pressure is being reflected increasingly in executive performance as more organizations tie incentive compensation metrics to ESG goals.

Additional risk areas associated with ESG are varied and can include reliance on third-party data, potential reputational damage from faulty reporting, and the real possibility that an organization's explicit commitments to meet specific sustainability goals could grow into a material weakness. As ESG reporting becomes increasingly common world-wide, it should be treated with the same care as financial reporting.

Organizations need to recognize that ESG reporting must be built on a strategically crafted system of internal controls and accurately reflect how an organization's ESG efforts relate to each other, the organization's finances, and value creation. This certificate program provides hands-on practical application of critical ESG metric identification and reporting.

Read more [here](#).

Session 1

Session 2


Session 3

Session 4

*Member price/non-member

ESG: What is it and which role is there for Internal Audit?

D. Debruyne
A. Herquel
TBD*



IIA Belgium/Virtual
Intermediate
7 CPE
TBD**

Overview

In a changing world, ESG becomes a determining factor for companies in terms of compliance, attractivity, talent retention. How can and will Internal Audit assess that companies are applying and evaluating continuous changing regulations without impacting companies' growth.

Target Audience

Internal Auditors, Chief Audit Executives, Finance.

Course Objectives

To ensure ESG fundamentals are covered/reviewed through practical exercises.

Course Content

- What is Sustainability?
- How can a company look at sustainability from the point of view of shareholders.
- Sustainability as part of the strategy for the corporation.
- Overview Environmental risk.
- Overview Social Risk Overview on Governance Risk.
- Sustainability – a Board or Audit Committee matter?

- ESG frameworks.
- Role of Internal Audit.
- Sustainability and change management.

On-line 1
On-line 2
On-line 3
In person

*Duration of the event depends on the type of the session, please read the descriptions for each session on our website.

** Price depends on the type of the session, please read the descriptions for each session on our website.

Ethics Workshop

F. Spencer F. Mourabit €50/50 2 Hours

Virtual All Levels 2 CPE



Overview

In this two-hour workshop, auditors learn or refresh their knowledge about the mandatory and recommended guidance relating to ethics. Also, auditors obtain practical tips on how to avoid ethics breaches or deal with them.

Target Audience

Any auditor (level 1, 2 or 3) who requires CPE hours to maintain certification. Also, any auditor seeking guidance and information about his or her ethical requirements for the profession.

Course Objectives

- Learn or refresh knowledge of ethics.
- Meet the mandatory training requirements for maintaining certification.

Course Content

- Reminder of mandatory and recommended guidance relating to ethics.
- Practical examples on how the ethics principles apply and which kind of pitfalls can arise when they are not applied properly.
- Group discussion.

Session 1 Session 2

EU Financial Services for Internal Auditors Certificate

IFACI

€1900/2400*

4 Days

Virtual

Intermediate

2 CPE

Overview

This certificate was created based on European regulations. The program includes a general financial services foundations unit followed by more in-depth training on liquidity, model risk management, fraud, culture and conduct, and other mission critical topics.

Find more information in IFACI's brochure [here](#).

Session 1

Session 2

Session 3

Session 4

Session 5

*Member/non-member price.

Excel Data Analysis

M. Dekeyser

€600/700

1 Day

IIA Belgium

Expert

7 CPE



- Cleaning and preparing data;
- Defining the tests and scenario's that are to be performed;
- Performing different data analysis techniques of different complexity;
- Documenting the steps taken to be able to reperform the analysis;
- Preparing your results for clear and understandable reporting.

Course Content

- Recap how basic pivot table functions work;
- Demonstrate how today's (x)lookup functions connect tables together;
- Introduce the Data Model and related Power Pivot functionalities that solves many problems, while adding and providing more complexity;
- Get you acquainted with matrix formula's to perform complex calculations;
- Visualize data from unstructured sources;
- Demonstrate how VBA code can solve the most difficult problems;
- End up with some auditing techniques embedded in Excel

Prerequisites

Participants are expected to have practical experience in using Excel, including the use of the basic set of spreadsheet functions and formulas. Familiarity with audit concepts is recommended to maximize the benefits of this advanced course on data analysis.

[Register](#)

Overview

For managers, analyzing data is a powerful skill to enable better decision making. For auditors, data analytical skills are essential to find flaws in the process. Microsoft Excel has always been one of the most popular tools for regular data analysis thanks to its built-in pivot table functionality to report and visualize the underlying data. But nowadays Excel can do even more for you since it embedded Power Query, Data Analysis functions (DAX such as in Power BI), the Data Model and Power Pivots without any additional costs.

Target Audience

Data analysis skills are becoming almost a prerequisite to become an auditor. In this expert course, you will learn how to perform data analysis using Excel's most powerful and recent features.

Course Objectives

Data Analysis is a process, and it needs to be part of your Audit organization. It contains sub processes and steps that are defined to guide you through audit testing during fieldwork and to deliver the results in the most optimal way.

Some of these steps may include:

- Understanding the infrastructure on how data moves and is stored;
- Obtaining access to coherent and complete data;
- Downloading the data into your test environment;

Excel for Auditors

M. Dekeyser

€600/700

1 Day

IIA Belgium

Expert

7 CPE



- Downloading the data into your test environment;
- Cleaning and preparing data;
- Defining the tests and scenario's that are to be performed;
- Performing different data analysis techniques of different complexity;
- Documenting the steps taken to be able to reperform the analysis;
- Preparing your results for clear and understandable reporting.

Overview

For managers, analyzing data is a powerful skill to enable better decision making. For auditors, data analytical skills are essential to find flaws in the process. Microsoft Excel has always been one of the most popular tools for regular data analysis thanks to its built-in pivot table functionality to report and visualize the underlying data. But nowadays Excel can do even more for you since it embedded Power Query, Data Analysis functions (DAX such as in Power BI), the Data Model and Power Pivots without any additional costs.

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Some of these steps may include:

- Understanding the infrastructure on how data moves and is stored;
- Obtaining access to coherent and complete data;

Course Content

- Recap how basic pivot table functions work;
- Demonstrate how today's (x)lookup functions connect tables together;
- Introduce the Data Model and related Power Pivot functionalities that solves many problems, while adding and providing more complexity;
- Get you acquainted with matrix formula's to perform complex calculations;
- Visualize data from unstructured sources;
- Demonstrate how VBA code can solve the most difficult problems;
- End up with some auditing techniques embedded in Excel

Prerequisites

Participants are expected to have practical experience in using Excel, including the use of the basic set of spreadsheet functions and formulas. Familiarity with audit concepts is recommended to maximize the benefits of this advanced course on data analysis.

[Register](#)

Fraud Risk/Controls Auditing

K. Albers

€1200/1400

2 Days

IIA Belgium

Intermediate

14 CPE



Overview

Develop your capabilities to assist management in their fight against fraud. Participants will learn how to build a tailored approach for improving Internal Audit capabilities in assessing Fraud Risks and evaluating Fraud Controls. Throughout the course good practice methods and techniques will be discussed and applied to real-life cases and situations.

The course includes guidance on:

- Auditing Fraud Risk Governance (including an introduction on Fraud Risk Essentials).
- Auditing Fraud risk preventive and detective control activities.
- Auditor involvement in the Fraud Incident Response and Investigation.

Each topic will cover references to good practice frameworks, typical risks and how these can be controlled, and auditing tips and tricks. Fraud risks, controls and audit testing techniques for a selection of typical high risk business and support processes will be discussed and explained on the basis of real-life situations

Target Audience

Audit directors, managers and senior staff with three or more years of practical auditing experience who want to strengthen their ability to improve the organization's Fraud Risk Management processes and apply fraud control procedures in their audit assignments.

Course Objectives

- Concepts such as the Fraud triangle, ACFE's fraud scheme classification tree, the COSO Fraud Risk Management (FRM) principles and applicable IIA guidance material.
- Tools and techniques to assess the maturity of an organization's Fraud Risk Governance system, to assess applicable fraud risks and to prevent and detect such risks.
- Audit procedures to detect fraud in procurement, financial statements, warehouse management and other high risk processes.

Course Content

- Understand core Fraud Risk Management concepts from the Internal Audit perspective.
- Examine the opportunity for Internal Audit to play a key role in Fraud Risk Governance.
- Learn how fraud is found and how to increase the probability of detecting fraud.
- Explore fraud risks in the procure-to-pay and order-to-cash cycle and in typical high-risk areas such as expense reimbursement, credits and refunds, and overstatement of work performed.

[Register](#)



Fundamentals of IT Infrastructure: Hardware and Software Essentials



M. Dekeyser **€300/350** **1/2 Day**
17/05/2024 **Beginner** **4 CPE**

Overview

This training program is designed for non-IT auditors seeking to enhance their foundational knowledge and practical skills in Information and Communication Technology (ICT). The focus will be on essential components of IT infrastructure, distinguishing between hardware and software. Participants will gain insights into servers, workstations, peripherals, networks, operating systems, protocols, and applications.

Target Audience

This program is tailored for non-IT auditors and other individuals involved in reviewing business processes supported by IT and automation. It fits those who wish to develop a solid understanding of IT infrastructure components. No prior technical knowledge is required, making it accessible for participants with various backgrounds.

Course Objectives

- **Understand IT Infrastructure Components:**
 - Gain a comprehensive overview of hardware components such as servers, workstations, peripherals, and networks.
- **Differentiate Between Hardware and Software:**
 - Develop the ability to distinguish between hardware elements and software components in IT systems.
- **Explore Operating Systems:**
 - Understand the role and functions of operating systems in managing computer hardware and software resources.

- **Examine Network Protocols:**
 - Learn about essential network protocols and their significance in facilitating communication between devices.

[\(Read more\)](#)

Course Content

- **Introduction to IT Infrastructure:**
 - Overview of IT components.
 - Importance of IT infrastructure in organizational operations.
- **Hardware Essentials:**
 - Servers and their roles.
 - Workstations and peripherals.
 - Networking basics.
- **Software Fundamentals:**
 - Operating systems and their functions.
 - Common applications and their uses.
 - Introduction to protocols.

[\(Read more\)](#)

Prerequisites

No specific prerequisites are required for this training program. Basic familiarity with general computer usage is beneficial but not mandatory. Participants should come with a willingness to learn and engage in hands-on activities to enhance their understanding of IT fundamentals.





Inleiding tot Interne Audit

M. Dekeyser

€2500/2750

5 Days

IIA Belgium

Beginner

35 CPE



Overview

Overview

Deze cursus (van IIA Global) geeft een overzicht van de levenscyclus van een audit vanuit het perspectief van een nieuwe interne auditor, waarbij de interne controleomgeving en audit governance worden onderzocht. Tijdens deze cursus zullen auditors deelnemen aan verschillende interactieve activiteiten en real-life scenario's. Auditoren zullen weggaan met best practices en de belangrijkste punten die zij kunnen toepassen op hun organisatie en de interne audit functie.

Target Audience

Deze cursus is bedoeld voor nieuwe interne auditors, bij voorkeur met een paar maanden ervaring, die de concepten, instrumenten en technieken van Internal Audit willen leren om hun effectiviteit te vergroten en om te groeien binnen het vakgebied.

Course Objectives

- Identificeren van de componenten van interviews en hoe interviewen wordt gebruikt binnen een audit.
- Beschrijven van best practices voor het afnemen en documenteren van interviews.
- Identificeren van de meest gebruikte formulieren tijdens proces documentatie.
- Identificeren van risico's en controls tijdens het risk assessment proces.
- Toepassen van de methoden voor het verkrijgen en presenteren van audit bewijs.
- Identificeren van de best practices voor het verkopen van audit resultaten aan belanghebbenden.

- Demonstreren van de stappen die nodig zijn om de audit af te ronden nadat het rapport is uitgebracht.
- De opvolging en validatie van oplossingen voor audit aanbevelingen uitvoeren.
- Herkennen van de formele kwaliteitsborgingsnormen waaraan de interne auditfunctie zich dient te houden.

Course Content

- Hoofdstuk 1: De IPPF en een overzicht van het audit model.
- Hoofdstuk 2: Inzicht in de interne controle omgeving.
- Hoofdstuk 3: Audit Governance, rollen en verantwoordelijkheden.
- Hoofdstuk 4: Risico gebaseerde Audit Planning.
- Hoofdstuk 5: Het voeren van een Interview & openingsconferentie.
- Hoofdstuk 6: Risico Gebaseerde Audit Programma Ontwikkeling.
- Hoofdstuk 7: Audit Risico Beoordeling, Interne Controles & walk-throughs.
- Hoofdstuk 8: Audit Veldwerk & testen.
- Hoofdstuk 9: Audit Bevindingen & aanbevelingen.
- Hoofdstuk 10: Audit Rapportage & afsluitingsconferentie.
- Hoofdstuk 11: Audit afsluiting & opvolging van aanbevelingen.
- Hoofdstuk 12: Audit kwaliteit & verbeteringsprogramma.

Prerequisites

This intermediate training program is tailored for auditors with a solid foundation in auditing practices. Participants are not required to have knowledge of cybersecurity; however, a basic understanding of IT concepts and risks is recommended.

Register

Introduction to Internal Audit

K. Hogan

€2500/2750

4,5 Days

IIA Belgium

Beginner

31 CPE



Course Content

- Internal Audit Today
- Risk Assessment And Risk Management
- Audit Planning
- Interviewing
- Process Documentation
- Audit Programs
- Automated Tools
- Testing
- Audit Reporting
- Selling The Results
- Teamwork

[Register](#)

Overview

In 4.5 days, you will get an overview of the IIA's Professional Practices Framework, definitions and examples of internal control models, and practical insight into the internal audit process. In a hands-on case, you will conduct an audit from start to finish, including assessing risks and controls, interviewing clients, and writing up findings. You will share your own experience with others and learn from the experiences of the other participants and an expert instructor.

Target Audience

Beginning auditors, with up to one year's experience in internal auditing. Non-auditors responsible for business-controls, compliance, and quality-audit activities.

Course Objectives

- Learn how to perform the work of internal auditing, enabling you to carry out your assignment on a value-added audit engagement.
- Engage in a risk-based audit approach, from planning through process documentation to testing, analysis, and reporting.
- Understand internal auditing today.
- Become familiar with the scope and application of the Professional Practices Framework.
- Learn the concepts and terms that are central to internal auditing.
- View your own organization from an internal auditing perspective.
- Learn how to communicate and "sell" internal auditing results.

Introduction to IT audit: Understanding & Auditing Business Processes' risks related to IT

G. Brun

€1200/1400

2 Days

18-19/04/2024

Beginner

14 CPE



Overview

This training is tailored for internal auditors, providing them with essential knowledge and practical skills to understand and assess IT General Controls (ITGC) within the context of business risks. The course focuses on presenting the major IT general controls, ensuring participants can detect and identify key controls even without any technical knowledge.

Target Audience

This program is designed for internal auditors (IT or non-IT), internal controllers, risk managers, IT staff, seeking a practical understanding of ITGCs within the broader context of business risk. No advanced technical IT knowledge is required.

Course Objectives

As internal auditors, you are required to understand basics of those risks, detect them and identify applicable key controls even if you aren't a technical IT specialist.

IT General Controls (ITGC) are controls that apply to all systems, components, processes, and data for a given organization.

This training aims to place these ITGCs in a business risk perspective, which requires internal auditors to develop an understanding of Information Technology, business insights and audit techniques.

Course Content

- **Information and technology:** introduction, IT governance and frameworks.
- **IT challenges and risks:** IT risks.
- **IT planning & organisation:** organisation structure, enterprise architecture, data management, third party management, innovation.
- **IT controls:**
 - IT general controls (access management, change management, etc.).
 - IT solution life cycle: project management and development life cycle.
 - IT operations: IT infrastructure, Network & client/server, ITIL service management: incident, business continuity, etc.
 - IT application controls,
 - Integrated audit.
- **IT frameworks:** ISO 27001 information security, COBIT, ITIL, etc.

Prerequisites

- None. Foundation course.
- No advanced technical IT knowledge is required.
- Participants are encouraged to actively engage in quizzes, discussions, and practical exercises to reinforce their understanding of ITGCs within the broader context of business risk.

[Register](#)

This training is part of the IT Audit Bootcamp visit our [website](#) for more information



IT Governance, Compliance, and Regulatory Framework



G. Brun **€300/350** **1/2 Day**

26/04/2024 **Intermediate** **4 CPE**

Overview

This training is strategically designed to seamlessly integrate the topics of IT Governance, Compliance, and the IT Regulatory Framework. Auditors will explore how IT operations align with strategic objectives while adhering to relevant regulations. The training empowers participants to evaluate the effectiveness of IT policies, procedures, and controls, measure compliance with industry standards, and navigate the complexities of the IT regulatory landscape.

Target Audience

This training is made for auditors, compliance professionals, and individuals responsible for ensuring IT governance and regulatory adherence. Participants should have a basic understanding of IT fundamentals and regulatory concepts.

Course Objectives

- **Strategic alignment of IT operations:**
 - Understand how IT operations align with the organization's strategic objectives.
- **Evaluation of IT policies, procedures, and controls:**
 - Learn techniques to assess the effectiveness of IT policies, procedures, and controls.
 - Understand the role of these components in ensuring governance and compliance.
- **Measuring compliance with industry standards:**
 - Explore methods for measuring compliance with industry standards.
 - Understand the implications of non-compliance and its impact on organizational risk.

- **Comprehensive understanding of IT regulatory framework:**
 - Gain insights into the IT regulatory landscape, including PSD2, DORA, NIS 2, GDPR and others.
 - Learn to interpret and apply these regulations to ensure compliance and data security.
- **Assessment and audit of IT systems within regulatory boundaries:**
 - Acquire skills for assessing and auditing IT systems within the boundaries of complex regulatory requirements.
 - Develop a systematic approach to evaluate compliance and governance effectiveness.

Course Content

- **Introduction to IT governance and compliance:**
 - Understanding the intersection of IT operations, strategic objectives, and compliance.
 - Overview of governance principles in IT operations.
- **Effectiveness of IT policies, procedures, and controls:**
 - Techniques for evaluating the effectiveness of IT policies, procedures, and controls.
- **Measuring compliance with industry standards:**
 - Methods for measuring and assessing compliance with industry standards.
 - Impact analysis of non-compliance on operational and legal aspects. [\(read more\)](#)

Prerequisites

Intermediate knowledge of IT fundamentals and basic familiarity with regulatory concepts is recommended. Participants should have a willingness to engage actively in discussions, case studies, and practical exercises to reinforce learning.

Register

This training is part of the IT Audit Bootcamp visit our [website](#) for more information



IT Risk Management Essentials

G. Brun **€300/350** **4 Hours**

IIA Belgium **Intermediate** **4 CPE**



Overview

This training program is tailored for non-IT auditors seeking to enhance their foundational knowledge and practical skills in IT Risk Management. The training delves into critical concepts related to safeguarding an organization's digital assets against IT risks, with a specific focus on cyber threats. Participants will learn to recognize common IT risks, understand security best practices, and assess the effectiveness of IT controls in preventing data breaches, cyber-attacks, and other digital threats.

Target Audience

This program is tailored for non-IT auditors and other individuals engaged in auditing processes who are looking to deepen their understanding of IT risk management. This program is suitable for participants with a basic knowledge of IT concepts and auditing practices, aiming to expand their expertise in safeguarding digital assets.

Course Objectives

- Understanding IT Risk Landscape:
 - Gain insight into the diverse landscape of IT risks, with a focus on cyber threats.
- Identification of Common IT Risks:
 - Learn to recognize and assess common IT risks affecting organizations.
- Security Best Practices:
 - Understand and apply security best practices to mitigate IT risks effectively.
- Assessment of IT Controls:
 - Develop skills to assess the effectiveness of IT controls in preventing data breaches and cyber threats.

Course Content

- Introduction to IT Risk Management:
 - Importance and scope of IT risk management.
- Common IT Risks and Cyber Threats:
 - Identification and assessment of common IT risks and cyber threats.
- Security Best Practices:
 - Implementing and enforcing security best practices.
- IT Controls Assessment:
 - Evaluation of IT controls to prevent data breaches and cyber threats.

Prerequisites

Basic knowledge of IT concepts and auditing practices is recommended. Participants should have a general understanding of organizational processes and a willingness to engage in discussions and hands-on activities to reinforce their learning in the field of IT risk management.

Register

This training is part of the IT Audit Bootcamp visit our [website](#) for more information



Introduction to risk management and control

D. Debruyne **€600/700** **1 Day**

IIA Belgium **Beginner** **7 CPE**



Overview

You are joining an internal control and risk management department. This 100% face-to-face training course will enable you to acquire the essential knowledge base for a global and dynamic vision of the approach, and to define the structuring documents. The concepts presented are a prerequisite for access to the other training courses.

Target Audience

Internal controllers, internal control coordinators, internal control correspondents, operational staff, managers, risk management players.

Course Objectives

- **Understand** the objectives, role and scope of internal control in controlling an organization's activities.
- **Know** the key internal control models (COSO, AMF standards, COSO ERM risk management, ISO 9000).
- **Identify** the role and interactions between the major players in risk management.
- **Familiarize** yourself with the structuring documents of internal control.

Course Content

- Internal control: objectives and definitions:
 - COSO modeling, the three lines of control.
- Risk management:
 - COSO ERM (Enterprise Risk Management), COSO Fraud, risk management in ISO 9001.
- Contributors to activity control:
 - Internal audit, external audit, risk management, quality, inspection, compliance, the internal control function, insurance.
- The positioning of the internal control function and the roles of internal controllers:
 - The organization of internal control (levels one and two), the complementarity of the two levels, the risk management system, the internal control charter.
- Key internal control documents:
 - Internal control procedures, risk-control matrix, risk mapping, control plan, control sheet, risk sheet.
- Internal control glossary:
 - Key internal control terms, COSO glossary 2013.

[Register](#)



Krachtige Auditrapporten Schrijven

M. Dekeyser

€600/700

1 Day

IIA Belgium

Intermediate

7 CPE



- Verbeteren van technieken voor het opstellen van risicoparagrafen, heldere bevindingen, en doeltreffende aanbevelingen in auditrapporten.
- Het belang van een consistente stijl en professionele lay-out in rapporten benadrukken en praktische toepassing bevorderen door middel van casestudies en oefeningen.

Course Content

Deze training is ontworpen om een diepgaand begrip te bieden van effectieve schriftelijke communicatie in de auditcontext in het Nederlands. De cursus benadrukt het cruciale verband tussen kwalitatieve audit rapportering en professionele ethiek. We verkennen verschillende vormen van schriftelijke communicatie in de auditpraktijk, waarbij speciale aandacht wordt besteed aan het begrijpen van de behoeften van diverse lezersgroepen. De training behandelt ook het structureren van informatie in auditrapporten en biedt richtlijnen voor het effectief organiseren van documenten.

Hierbij worden specifieke auditwerkonderdelen zoals de auditopdracht, Risk & Control Matrix en procesbeschrijvingen uitgebreid besproken. Deelnemers leren technieken om hun auditrapporten te verbeteren, inclusief het formuleren van risicoparagrafen, duidelijke bevindingen en aanbevelingen, evenals het opstellen van overzichtelijke samenvattingen. De training benadrukt ook het belang van een consistente stijl en professionele lay-out in rapporten. Praktische toepassing wordt bevorderd door casestudies en oefeningen, en de cursus sluit af met een samenvatting van belangrijke leerpunten, en gelegenheid voor gepersonaliseerde vragen.

[Register](#)

Overview

An internal auditor must be able to deliver messages – both verbally and in writing – and this in a range of contexts and to a variety of audiences. This may include documenting the audit work in a structured manner, answering questions posed by email and presenting the audit report to senior management. Improving written and spoken skills is essential to the job of the internal auditor.

Target Audience

Deze cursus richt zich op de auditprofessionals alsook leidinggevenden en managers, aangevuld met een divers publiek, zoals professionals in compliance en governance.

Dit programma is voor hen ontworpen om een diepgaand inzicht te verkrijgen in effectieve schriftelijke communicatie in de auditcontext.

Course Objectives

- Diepgaand inzicht verwerven in effectieve schriftelijke communicatie binnen de auditcontext in het Nederlands.
- Het benadrukken van de relatie tussen kwalitatieve auditrapportage en professionele ethiek.
- Vaardigheden ontwikkelen in het structureren van informatie in auditrapporten, met specifieke aandacht voor diverse lezersgroepen.



La pratique de l'audit agile dans la mission d'audit

G. Brun

€600/700

1 Day

IIA Belgium

Beginner

7 CPE



Course Content

- Le parallèle entre le processus traditionnel d'audit et le processus d'audit agile (tous deux selon les normes IIA)
- Le processus et les livrables de la mission Agile:
 - le périmètre de la mission
 - l'évaluation des risques - définition des sprints
 - le programme de travail
 - le Kanban, ou la documentation et les résultats du sprint (point de vue),
 - le rapport
- Les rôles et responsabilités de l'équipe d'audit dans l'environnement Agile
- Comment mettre en œuvre les changements progressivement
 - phase pilote,
 - champions agile,
 - feedback.
- Exemples pratiques et idées
- Avantages et inconvénients, les bonnes pratiques ou à éviter dans la mise en place

[Register](#)

Overview

Cette formation pratique hautement interactive utilise un format d'atelier, partageant des idées et des exemples pratiques pour comprendre pourquoi et comment l'audit agile peut être appliqué dans les missions d'audit.

Les supports (slides) sont en anglais mais toutes les discussions et échanges sont en français.

Target Audience

Cette formation avancée nécessite une connaissance de base du processus d'audit (formation à la méthodologie d'audit)

Course Objective

- Maîtriser les outils et les concepts clés de la mission d'audit Agile.
- Découvrir comment et pourquoi Agile s'applique aux étapes du processus d'audit interne, ce qui le rend différent (préparation, exécution et reporting) et explication des principaux livrables.
- Apprendre à effectuer l'audit Agile avec des exercices et des exemples.

Lean & Agile Auditing

J. Paterson

€450/550*

2 Days

Virtual

Beginner

7 CPE



- Use scrums/stand-ups.
- Be clear about root cause analysis fundamentals (lean technique key for insight)
- Enhance reporting and action-planning, both in terms of the length of reports, the way they are written and the process for agreeing actions.
- Understand the measures that drive lean/agile ways of working, but also ensure compliance with IIA standards – and do we really need timesheets?
- Gain some practical insights around where to start first and some of the behavioral changes that are needed in the IA team.

[Register](#)

*Member/non-member price.

Overview

Lean & agile techniques provide tools and techniques to eliminate waste, maximise impact and increase value adding activities – key for many internal audit functions. They lead us towards ways to audit in a progressive way. At the same time, we must remain compliant with IIA standards.

Target Audience

Heads of internal audit, internal audit managers and experienced audit staff.

Course Objectives

Upon completion you will be able to:

- Understand the fundamentals of lean, lean six sigma and agile
- Reconsider who are the key customers of internal audit, what adds value and what doesn't.
- Reflect on the audit planning process and role of IA – for example what should be our role auditing known/suspected issues?
- Improve assignment planning, with key exam questions.
- Ensure stakeholders understand what is in/out of scope from a breadth and a depth perspective.
- How to generate work programs quickly Drive “flow” through the assignment process by prioritizing work in sprints.



Les contrôles d'application (AC) dans les processus opérationnels

C. Dekeuster

€1200/1400

2 Days

IIA Belgium

Beginner

14 CPE



Vous découvrirez également les conséquences que les systèmes d'application et les risques numériques peuvent avoir pour les organisations et comment vous pouvez gérer au mieux ces conséquences. Il va sans dire que vous recevrez toutes les astuces et techniques pour effectuer des audits combinés correctement et selon les dernières bonnes pratiques.

Course Content

- Cadrage.
- Gestion et documentation des processus opérationnels.
- Maîtrise du processus d'audit opérationnel.
- Identification des types d'automatisation dans les processus métier.
- Détermination du périmètre de la mission, évaluation des risques, évaluation et test du programme de travail.
- ITGC - les contrôles généraux informatiques (un bref résumé - car font l'objet d'une autre formation).
- Les contrôles applicatifs (dans les phases de préparation, d'entrée, de processus et de sortie d'un processus métier) - également dans les systèmes ERP et les UDA EUC.
- Évaluation des contrôles d'application dans l'audit du processus opérationnel.
- Documents de référence - prêts à l'emploi.

[Register](#)

Overview

La digitalisation a accéléré l'automatisation des processus opérationnels de l'entreprise. Cela nous a facilité la vie à bien des égards, mais la technologie sous-jacente comporte également de nouveaux risques. Les entreprises qui souhaitent avoir et garder le contrôle de la digitalisation doivent être en mesure d'identifier ces risques et, si nécessaire, de les gérer. Le rôle de l'audit interne est d'auditer à la fois le processus opérationnel et les risques des systèmes applicatifs sous-jacents afin de fournir aux parties prenantes une image complète et fiable.

Les supports (slides) sont en anglais mais les explications et échanges sont en français

Target Audience

Cette formation nécessite une connaissance de base des compétences informatiques et d'audit.

Course Objectives

Ce cours vous apprend à intégrer les risques IT et numériques dans les audits opérationnels que vous effectuez sur les processus métier existants. Vous apprendrez comment les risques IT et digitaux peuvent influencer ces processus et comment vous pouvez les identifier et les auditer. Vous apprendrez, à travers des exemples pratiques, comment effectuer un audit combiné des processus métier et applicatifs dans une approche d'audit basée sur les risques.

Managing yourself and others: Influencing and Well-Being for internal auditors

J. Paterson

€450/550 *

1 Day

Virtual

Intermediate

7 CPE



- Fundamental psychological factors that impact our ability to influence – self justification, confirmation bias, group dynamics, authority and perspective.
- How to take an inventory of your influencing styles and the key areas you might need to enhance
- A model of influencing without authority (Cohen and Bradford)
- The LIM influencing model (Bronze – Silver – Gold)
- What is political savvy and what type of “political animal” are you? Why your influencing style needs to change depending on the political context you are working within.
- How to analyse influencing situations in terms of a chess match and what are the other chess pieces on the board?

Overview

The IIA has developed a new competency framework for Internal Auditors. 25% of this framework is “Leadership & Communication” highlighting that no matter how good we are at the technical aspects of our job there is a crucial task to be done to secure agreement to any changes via our “soft skills”. This workshop discusses these soft skills and gives you an opportunity to reflect on areas of strength and improvement both in managing stakeholders and working with staff/colleagues in the IA team.

Course Objectives

This workshop starts with two short pieces of pre-work and then dives into the specific influencing and negotiating challenges the auditors face and dissects why these challenges arise in a systematic way. We will clarify some of the psychological and organisational factors that affect our ability to influence others, as well as deepening our understanding of how to manage ourselves in these strange times with on-line meetings and phone calls.

Course Content

Areas covered include:

- Personality types and common influencing challenges
- The practical reasons why it is important to develop a network and how to assess how good your network is
- How people change their behaviour when under stress and what to do about this

This workshop will not be the same as others you may have attended on this topic and you will be able to discuss in confidence “war stories” that will help to take you to another level when it comes to managing yourself and others.

[Register](#)

*Member/non-member price.

Mapping Risk in a Changing World

S. James

€300/350

4 Hours

Virtual

Intermediate

4 CPE



Course Content

- Definitions and standards.
- Common responses (individual and corporate) to risk.
- Audit plans past, present and future.
- Reactive changes.
- Proactive changes.
- How to prioritize?
- Translating plans into engagements and lasting improvement.
- Mapping areas of shared risk and control.
- Effective testing and root cause.
- Communicating headlines to executives and management.

[Register](#)

Overview

Disruption and volatility are here to stay. How can we map risks to provide assurance in times of rapid change? This practical, hands-on course encourages discussion and reflection. It includes small-group exercises based on real-life examples and case studies.

Target Audience

Beginners and experienced practitioners in any assurance function. In particular:

- Chief audit executives and senior leadership teams responsible for preparing audit plans.
- Audit team leaders responsible for planning engagements.
- Audit team members responsible for assessing risk and control environments, especially complex ones.

Course Objectives

- Better appreciate current, emerging and future risks in attendees' own and other sectors, and how these affect each other.
- Use good practice in articulating risks and persuading senior decision-makers.
- Develop or adapt plans to provide assurance more effectively and efficiently.

Master Class - Internal Audit Essentials 2024

IIA Bel team

€6000/6600

16 Days

IIA Belgium

Beginner

112 CPE



Overview

We are happy to announce next year's edition of our "Master Class: Internal Audit Essentials". Upon popular demand we're kicking off the program on **Friday 23rd February 2024**.

Over the course of 16 days spread throughout the year, you will engage in 32 morning and afternoon sessions, to delve into the core audit processes, audit competencies, emerging trends, and many more. Through lectures and testimonials, you'll be invited to implement the acquired knowledge during many practical workshops.

Our expert trainers will guide you through the complexities of internal audit, equipping you with the knowledge and tools to navigate the many challenges and opportunities in today's and tomorrow's audit landscape.

Course Objectives

- Practical information, exercises and examples provided by trainer.
- One integrated case study applied throughout the program.
- Summary of topics studied by trainer.
- Self-study from handbooks provided and from referenced reading materials.
- Role plays.
- Rework of existing audit reports.

- Group discussions based on prepared questions.
- Testimonials on various aspects of the audit engagement by experts.
- Personalized support of participants by coaches.
- Practical use of audit management software.

Course Content

The Master Class Internal Audit Essentials, offers a deep dive into essential topics vital for any internal auditor. Our carefully curated curriculum includes:

1. Governance of internal audit in the system of internal control,
2. The Annual Audit Plan, and planning the audit engagement,
3. Execution of the audit engagement, including testimonials,
4. Reporting on audit observations,
5. Advanced auditing techniques (IT Technology, Compliance, Risk management, Culture, ...),
6. Your own developed Final Report on any Master Class topic.

The Master Class Internal Audit Essentials culminates in your Final Paper on any topic from the Master Class. Early 2025 you'll get the chance to present it to a panel of Audit professionals, allowing you to highlight your newfound expertise.

Find a detailed overview of the Master Class Internal Audit Essentials program in our [brochure](#). Watch our promo [video](#) on our YouTube page.

[Register](#)



Meeting expectations from the AC, Board and Management Committee

K. Albers **€600/700** **1 Day**

IIA Belgium **Intermediate** **7 CPE**



Overview

The Audit Committee (AC), the Board and also the Exec/Management Committee, play an essential role in the governance of an organisation. Internal Audit (IA) plays a pivotal role in providing them with reliable, objective, relevant and comprehensive information on the governance of risks and controls.

A mature IA function must however extend its role from merely reporting on its own audits performed to a more comprehensive information provider on the status of the overall governance in the organisation. This includes the maturity of risk management, financial and non-financial reporting and exposure, compliance programs and fraud deterrence. This requires IA to influence the committee agenda setting, to better collaborate with other control bodies both internally and externally (aim for single audit) and to establish annual reporting on risks and controls.

The course material is based on guidance documents from the IIA combined with professional experience from the instructor who is currently member of the AC member in 5 organisations and has been a Chief Audit Executive in 4 organisations.

Target Audience

(Future) Chief Audit Executives responsible for small audit teams (1 to 5) who report on a regular basis to the AC (Board or Management Committee).

Course Objectives

- Understand the implications of all the provisions in the charters and learn how to practically implement these in collaboration with the AC, Board and Management Committee in the organisation.
- Learn how to use IA’s unique expertise to ensure (board) directors obtain a comprehensive view on the status and maturity of organizational governance (agenda setting, status and annual reporting).
- Discuss contents of annual reporting on (the maturity of) corporate governance both internally (Audit’s annual report, a statement of internal controls) and externally (section of the organisation’s annual report).
- Examine mechanisms such as protocols, collaboration and communication procedures to meet the single audit objective without losing the oversight.

Course Content

- The essential components in IA and AC charters and how to apply these in the most efficient and effective manner.
- The relevant topics the AC (Board or Management Committee) should be informed upon to obtain a comprehensive view on the status of organizational governance.
- Agenda setting, reporting and follow-up an IA function should implement to ensure the AC, Board or Management Committee can take up its governance oversight role
- Must include elements from (Fraud) Risk Management, Corporate Governance and Internal Control evaluations in IA’s annual report, the statement of internal control and the organisation’s annual report.
- Mechanisms and procedures to implement single audit principle in practice between the various control actors.

Register



Méthodologie d'une mission d'audit interne

B. Bodson

€1800/2000

3 Days

IIA Belgium

Beginner

21 CPE



Overview

En tant qu'auditeur interne, vous voulez vous approprier un processus d'audit dont les étapes sont transposables dans l'environnement d'audit de votre entreprise. Ce processus de conduite de la mission, traduit dans une méthodologie, doit être basé sur une analyse des risques et les meilleures pratiques d'audit international.

Target Audience

Auditeurs internes

Course Objectives

Se basant sur le cadre international de pratiques professionnelles (IPFF-CRIPP) vous souhaitez maîtriser la réalisation pratique des différentes étapes du processus de réalisation d'une mission d'audit, en produire les livrables clés et utiliser les bonnes techniques à bon escient.

Course Content

- L'introduction à l'audit interne (mission, définition, rôle, objectifs, et normes associées).
- Le risque et le contrôle interne (objectifs, cadre de contrôle COSO, parties prenantes).
- La Gouvernance (4 lignes de maîtrise, le conseil et le comité d'audit, auditeurs, entités contrôlées, management).
- Le processus d'une mission d'audit basée sur les risques, la méthodologie, les principales techniques:

- Le déroulement global de la mission (étapes de l'audit, rôles et responsabilités, principaux livrables).
- La phase de planification (cadrage, lettre de mission, processus, matrice des risques et des contrôles, programme de travail).
- La phase d'exécution (collecte des informations, réalisation des tests, documentation des résultats et des opinions, obtention de preuves d'audit appropriées, analyse des causes).
- La phase de conclusion (rédaction de recommandations à valeur ajoutée, le rapport)
- Le suivi des recommandations.
- Les critères de qualité de l'audit.

[Register](#)



Navigating Disruptive Technologies: A Guide for Business Auditors



M. Dekeyser **€300/350** **4 Hours**

IIA Belgium **Intermediate** **4 CPE**

Overview

This training program is designed to equip business auditors with comprehensive knowledge and practical skills in auditing and evaluating disruptive technologies. Participants will explore a wide spectrum, including cloud computing, virtualization, IoT (Internet of Things), blockchain, AI (Artificial Intelligence), cryptocurrency, quantum computing, and nanotechnology. The program delves into the fundamentals, risks, and compliance considerations for these technologies, providing auditors with the expertise to offer valuable assurance in the dynamic digital landscape.

Target Audience

Business auditors and other individuals engaged in auditing functions who are looking to enhance their understanding of disruptive technologies. This program is suitable for those with a foundational knowledge of IT and business processes, seeking to delve deeper into emerging technologies. Basic familiarity with IT concepts is recommended but not mandatory.

Course Objectives

- Comprehensive Understanding of Disruptive Technologies:
 - Gain in-depth knowledge of various disruptive technologies shaping the digital landscape.
- Assessment of Risks and Opportunities:
 - Learn to assess the risks and opportunities associated with disruptive technologies.

- Compliance Considerations:
 - Understand compliance requirements for different disruptive technologies.
- Practical Applications in Auditing:
 - Apply auditing principles to evaluate the implementation of disruptive technologies.

[\(Read more\)](#)

Course Content

- Introduction to Disruptive Technologies
 - Overview of cloud computing, virtualization, IoT, blockchain, AI, cryptocurrency, quantum computing, and nanotechnology
- Fundamentals of Each Technology
 - In-depth exploration of the fundamentals of each disruptive technology.
- Risk Assessment and Management
 - Identifying and managing risks associated with disruptive technologies.

[\(Read more\)](#)

Prerequisites

Basic familiarity with IT concepts and business processes is recommended. Participants should have a keen interest in understanding emerging technologies and their impact on business operations. A willingness to engage in discussions and case studies is essential for optimal learning in this advanced-level training program.

Register

This training is part of the IT Audit Bootcamp visit our [website](#) for more information

Preparing for an External Quality Assessment: virtual sessions

K. Hogan**€450/550*****2 Days****Virtual****Expert****7 CPE**

Overview

In its current version of the International Professional Practices Framework (IPPF), the global Institute of Internal Auditors (IIA) requires Internal Audit functions to undergo an external quality assessment (EQA) every five years. But we all know that the IPPF is changing in 2025. If you are trying to get your EQA done in 2024 (before the IPPF changes), this class is for you.

Due for an EQA in 2025? Consider getting it done early in 2024 - before the IPPF changes!

IIA studies show that Internal Audit functions can often be “caught out” by the findings, not always in obvious areas. This can adversely affect the reputation of the Internal Audit function with key stakeholders.

In this one-day workshop (held in two half-day online sessions), learn about the key challenges and how to turn the EQA process into a positive experience, understanding warning signs around the selection an EQA provider (in terms of cost and attitude) as well as the best ways to prepare.

Target Audience

Experienced auditors, senior audit managers or heads of audit who play a role in ensuring that the Internal Audit function receives a satisfactory external quality assessment.

Course Objectives

Professionalism, Performance and Leadership.

Course Content

Upon completion you will be able to:

- Understand key headlines from the IIA’s IPPF 2017 (Note: Some discussion about changes in 2025 - but this class is focused on getting your EQA done in 2024).
- Understand how an EQA process works.
- Learn how best to select your EQA provider and key pitfalls to manage.
- Understand key problem areas that an EQA often finds.
- Understand good practices around an ongoing quality assurance and improvement program.
- Consider the status of your own IA team and develop priority areas for further work.

Prerequisites

None, but would be helpful to review the IPPF standards before attending IIA Competency

Timing

07/02: 9.00 until 12.30

08/02: 9.00 until 12.30

[**Register**](#)

*Member/non-member price.

Process Mining for Auditors

A. Rozinat €375/515* 2 Days
IIA Belgium Intermediate 4 CPE



Overview

Process mining is a bit like magic: You import a data set and the process mining tool automatically constructs a process map that shows you how your process was actually performed. But to really apply it in your day-to-day work, you need to know a thing or two about how to deal with complex processes, how to detect and fix data quality issues, and how to actually analyze your process with process mining. In this training, you will learn the basics of this new discipline in two 2-hour sessions. Before, between and after these sessions, you will practice by diving into hands-on exercises. We will focus on topics and examples that are relevant for auditors.

Read more [here](#).

Watch this video for more information.



Agenda

- 26 June, 14:00 – 16:00
- 27 June, 14:00 – 16:00
- 25 November, 14:00 – 16:00
- 26 November, 14:00 – 16:00

Session 1 Session 2

*Member/non-member price.



Radical Reporting

S. James **€450/550*** **2 Days**

Virtual **Beginner** **7 CPE**



Overview

The course helps participants produce clear and compelling writing. It does so through engaging them in intensive analysis of logic, language and the very purpose of written communication. The course is extremely practical and tailored to each client, using their own written work sensitively in examples and exercises.

Target Audience

Anyone who needs to produce reports with clear, concise content. This course is particularly popular with audit, risk and fraud teams, as well as with departments that want to revise their current report structures and templates.

Course Objectives

After attending this course, participants will be able to communicate more effectively to a variety of audiences through:

- Going to the root of their own thoughts, objectives and assumptions;
- recognising bad habits that make written communication hard to read and understand; and
- using proven techniques to produce clearer, more concise writing.

They will then be able to produce reports that meet the business' or client's needs, having practised:

- analysing both the overall structure and the individual components of a report for maximum effectiveness; and
- reviewing their own and others' work in a focused, efficient and productive way.

Course Content

- Clarity - the theory:
 - The link between clear thinking and clear writing.
 - How well do businesses currently communicate?
 - Good writing and the link to performance (yes, there is one!)
 - Advice from professional bodies - how useful is it?
- Clarity - the practice: How can we say the same thing in fewer words?
 - Cutting wordy phrases.
 - Active and passive.
 - Zombie nouns.
- Grammar, punctuation and usage:
 - Why do good grammar, punctuation and usage matter?
 - The logic of grammar and the legal implications of poorly constructed sentences
- Reports
 - What is the purpose of a report?
 - Organising your own thoughts for greater effect
 - Structuring a successful report
 - Findings, issues and recommendations
 - The executive summary
- Reviewing and editing
 - What makes the reviewing process work well?
 - What are both parties' responsibilities?
 - The editorial process in publishing - useful advice for reviewing reports

Register

*Member/non-member price.



Risk Mapping

G. Brun **€1400/1800** **2 Days**

IIA Belgium **Beginner** **14 CPE**



Overview

This training program is crafted to provide business auditors with foundational knowledge and practical skills in risk mapping. Participants will gain a comprehensive understanding of risk mapping activities, vocabulary, and concepts, supported by real-world practical examples. The training focuses on empowering beginners to navigate the intricacies of risk assessment, ensuring they can effectively contribute to the identification and mitigation of risks within an organization.

Target Audience

This program is tailored for auditors and professionals involved in auditing automated auditing business processes, providing them with an introduction to the essential principles of risk mapping. No prior knowledge of risk management or IT is required.

Course Objectives

- **Comprehensive Understanding of Risk Mapping:**
 - Gain a foundational understanding of risk mapping activities, terminology, and concepts.
 - Explore the significance of risk mapping in the broader context of organizational risk management.
- **Practical Application of Risk Mapping:**
 - Develop practical skills in applying risk mapping techniques.
 - Utilize real-world examples to enhance comprehension and practical application.

- **Vocabulary and Terminology:**
 - Familiarize participants with the vocabulary and terminology used in risk mapping.
 - Ensure a common understanding of key concepts for effective communication within the organization.

Course Content

- **Introduction to Risk Mapping:**
 - Overview of the fundamental concepts of risk mapping.
 - Understanding the role of risk mapping in the broader risk management framework.
- **Key Terminology and Concepts:**
 - Definition and explanation of key terms used in risk mapping activities.
 - Understanding the risk landscape and its components.
- **Practical Examples of Risk Mapping:**
 - Utilizing practical examples to demonstrate the application of risk mapping techniques.
 - Hands-on exercises to reinforce learning through real-world scenarios ([Read more](#)).

Prerequisites

No prior knowledge of risk management or IT is required. Participants are encouraged to engage actively in discussions, hands-on exercises, and practical examples to reinforce their understanding of risk mapping concepts.



Root Cause Analysis for Enhancing Internal Audit Effectiveness

J. Lobet

€600/700

1 Day

IIA Belgium

Beginner

7 CPE



Overview

When a problem occurs in an organization, it is followed by many questions — the first of which, and probably the most important, is “why?” To answer this all-important question thoroughly and completely, internal auditors should seek to identify the problem’s origin — the root cause. A root cause analysis should be a core building block to help answer the question of “why,” and enhance an organization’s continuous improvement efforts. This one-day course will explore key root cause analysis tools and techniques that can be utilized in the planning, fieldwork, and reporting phases of an internal audit engagement; and enhance audit effectiveness, strengthen audit observations, and facilitate deeper discussions with management on issues identified. These tools can be used apart from or in conjunction with existing audit methodologies, tools, and techniques. You will have the opportunity to practice and apply the skills learned through.

Target Audience

Chief audit executives (CAEs) who would like to gain an understanding of how root cause analysis concepts, tools, and techniques can be incorporated into audit strategies; audit managers interested in learning how to lead and manage root cause analysis efforts on audit projects; auditors-in-charge who want to develop skills for using root cause analysis when supervising audit projects; and senior and staff auditors seeking opportunities to practice root cause analysis during audit engagements will benefit greatly from the concepts in this course.

Course Objectives

Identify the purpose, importance, and key terms of root cause analysis.

- Recognize the importance of critical thinking in determining root cause.
- Identify the relevant International Standards for the Professional Practice of Internal Auditing (Standards) and related root cause analysis Implementation Guidance.
- Discover the importance of process documentation, and understanding it as the groundwork for effective root cause analysis, utilizing the process profile worksheet.
- Explore measures of success and trigger events as key elements in root cause analysis.
- Apply root cause analysis concepts, tools, techniques, skills, and templates within an audit setting.
- Describe how root cause analysis can be used to significantly enhance reporting of audit results.

Course Content

- Root Cause Analysis: An Overview
- Root Cause Analysis in Planning
- Root Cause Analysis in Fieldwork
- Root Cause Analysis in Reporting

[\(Read more\)](#)

Prerequisites

Completion of Critical Thinking—A Vital Auditing Competency, or equivalent experience.

Advance Preparation: None

[Register](#)

Smooth sailing: how to run a successful risk-based audit

K. Hogan

€600/700

1 Day

IIA Belgium

Intermediate

7 CPE



Overview

Smooth sailing: Easy progress without impediment or difficulty (From Merriam-Webster's online dictionary). While internal auditing is not usually associated with clear skies and calm waters, we do have many techniques we can apply so our audits run smoothly. This highly interactive, one-day class includes a range of topics that prepare new auditors (or those auditors new to risk-based auditing) to address the challenges faced during an audit. It is part audit methodology, part project management and part communication skills - all combined to help auditors operate smoothly and efficiently to gain agreement from audit clients, streamline the reporting process and improve audit outcomes. It includes discussion of added challenges in a fully online environment.

Target Audience

New internal auditors, new audit managers and supervisors, or internal auditors who are just starting to use a risk-based approach.

Course Objectives

Understand key techniques for a successful audit using a risk-based approach. Identify what information should be communicated at each phase of the audit and WHY. Learn how to avoid surprises and disagreements at the audit reporting phase. The class includes practical examples and full group discussions.

Course Content

- Obtaining audit client buy-in during the planning phase: establishing objectives, risks, controls and the audit program (using a risk/control matrix).
- Getting audit client input throughout the fieldwork phase: sharing the facts of the findings.
- Gaining agreement with the audit client on management action plans.
- Identifying your key audience and critical information for the draft report.
- Adjusting your method of communication to accommodate others' needs or preferences.
- Sharing information when you cannot meet in-person.

[Register](#)

The Practice of Agile internal auditing in your mission

G. Brun **€700/900*** **1 Day**
IIA Belgium **Intermediate** **7 CPE**



- The audit team's roles and responsibilities in the Agile environment.
- How to implement changes progressively:
 - pilot phase,
 - agile champions,
 - feedback.

Practical examples and ideas
Pros and Cons, Do's and Don'ts

Session 1 **Session 2** **Session 3** **Session 4**

*Non-member/member price

Overview

This highly interactive practical training uses a workshop format, sharing ideas and practical examples to understand why and how Agile Auditing can be applied in audit missions.

Target Audience

This advanced training requires a basic knowledge of the audit process (audit methodology training).

Course Objectives

To master tools and key concepts of Agile Auditing. Discover how and why Agile applies to the internal audit engagement process steps making it different (preparation, execution, and reporting) and the main deliverables. Learn how to perform Agile Auditing with exercises and examples.

Course Content

- The parallel between the traditional audit engagement process of and the agile engagement process (both according the IPPF).
- The process and deliverables of the Agile audit engagement:
 - the agile engagement outline and scoping,
 - the risk assessment - defining the sprints o the working program,
 - the Kanban,
 - the sprint documentation and results (point of view),
 - the report.



Understanding IT Networks: Assessing Connectivity and Ensuring Security

M. Dekeyser **€300/350** **4 Hours**

IIA Belgium **Intermediate** **4 CPE**



Overview

This training program is designed for non-IT auditors aiming to enhance their foundational knowledge and practical skills in Information and Communication Technology (ICT), specifically focusing on networks and connectivity. Participants will delve into local and wide-area networks, understanding their impact on business operations. The training emphasizes the importance of assessing network architecture, configuration, and connectivity for vulnerabilities, as well as the potential risks associated with data transmission, access controls, and network security.

Target Audience

This program is tailored for non-IT auditors and other individuals involved in auditing business processes who seek a deeper understanding of IT networks, their configurations, and the associated security considerations. Prior basic knowledge of IT fundamentals is recommended but not mandatory.

Course Objectives

- Comprehensive Network Understanding:
 - Gain a thorough understanding of local and wide-area networks and their role in business operations.
- Vulnerability Assessment:
 - Learn to assess network architecture and configurations for potential vulnerabilities.
- Risk Identification:
 - Understand the risks associated with data transmission, access controls, and network security.

- Security Best Practices:
 - Explore best practices for securing networks and ensuring data integrity.

[\(Read more\)](#)

Course Content

- Introduction to IT Networks:
 - Overview of local and wide-area networks.
 - Importance in modern business operations.
- Network Architecture and Configuration Assessment:
 - Understanding network architecture.
 - Assessing network configurations for vulnerabilities.
- Risk Factors in Data Transmission:
 - Identifying potential risks in data transmission.
 - Impact on business continuity.
- Access Controls and Network Security:
 - Importance of access controls.
 - Network security protocols and best practices.

[\(Read more\)](#)

Prerequisites

Basic knowledge of IT fundamentals, including an understanding of hardware and software components, is recommended. Participants should have a familiarity with general computer usage and basic networking concepts. A willingness to engage in discussions and hands-on activities to reinforce learning is essential.



This training is part of the IT Audit Bootcamp visit our [website](#) for more information



Understanding the IT Environment and its core processes

G. Brun **€300/350** **1/2 Day**

24/05/2024 **Intermediate** **4 CPE**



Overview

This training is designed to equip internal auditors with a comprehensive understanding of the key components of an IT environment. Participants will delve into the basics of IT infrastructure, common applications, and services, with a specific focus on identifying main risks efficiently. The training aims to provide auditors with the knowledge and tools to engage in a 2-hour meeting with an IT manager, eliciting critical information and posing targeted questions to assess the robustness of the IT environment.

Target Audience

This program is tailored for internal auditors seeking an overview of IT environments, including the fundamental components and associated risks. No prior IT knowledge is required, making this course suitable for those entering the field of IT auditing.

Course Objectives

- **Overview of IT environment:**
 - Understand the basics of IT applications and services management.
 - Gain insights into the interconnected nature of IT components.
- **Main risks identification:**
 - Develop the ability to identify main risks in an IT environment efficiently.
 - Understand the importance of risk awareness in the context of IT auditing.
- **Effective questioning techniques:**
 - Learn techniques for crafting and posing targeted questions in a limited timeframe.
 - Enhance communication skills for efficient information extraction from IT managers

Course Content

- **Introduction to IT environment:**
 - Understanding of the IT environment and core processes.
 - Introduction to COBIT (Control Objectives for Information and Related Technologies) framework.
 - Understanding the role of COBIT in IT governance and audit processes.
- **Risks in IT environment:**
 - Identification of main risks associated with IT environments.
 - Analysis of potential impacts and consequences of identified risks.
- **Key components of IT applications & data:**
 - Exploration of fundamental IT applications elements.
 - Common applications and services.
- **Time-efficient meeting strategies:**
 - Techniques for conducting efficient 2-hour meetings with IT managers.
 - Maximizing information extraction in a limited timeframe.
- **Practical questionnaire development:**
 - Guidelines for crafting a questionnaire to challenge IT managers.
 - Designing questions to elicit critical information about the IT environment.

Prerequisites

This course is designed for individuals with limited or no prior IT knowledge but participation in the IT audit introduction training is highly recommended. A willingness to engage actively in discussions, case studies, and practical exercises is essential for optimal learning.

Register

This training is part of the IT Audit Bootcamp visit our [website](#) for more information



Working with Other Assurance providers, Coordination and Effective Assurance Mapping



J. Chesshire €450/550 1 Day

Virtual Intermediate 7 CPE

Overview

One of the key responsibilities of an organisation’s board is to gain assurance that processes are operating within the parameters it has established to achieve the defined objectives. It is necessary to determine whether risk management processes are working effectively and whether key or business-critical risks are being managed to an acceptable level.

With responsibility for assurance activities traditionally being shared among management, internal audit, risk management, and compliance, it is important that assurance activities be coordinated to ensure resources are used in the most efficient and effective way. Assurance Mapping can help.

This course will provide best practice advice and coaching on how to undertake assurance mapping in a straightforward, logical, and practical way. You will learn a range of techniques that will give you the confidence and skills to help you engage with key stakeholders to develop and deliver simple assurance maps while avoiding the many pitfalls and over-complexity.

The results can also inform how internal audit could work more effectively with colleagues in the second line and with external parties who may also be commissioned to provide assurance.

Coordination with and reliance upon other assurance providers are important topics and ones that we - as internal auditors and second line teams - do not always fully obtain benefits from. This course will show you how we could achieve more by closer working, where it right to do so.

Target Audience

Heads of internal audit, internal audit managers and senior internal auditors, as well as second line colleagues, involved in working with key assurance providers and other stakeholders to help the board develop assurance mapping in their organisations.

Course Content

This course will take you through a blend of theoretical, technical, discursive, and practical approaches covering:

- A brief refresher covering risk management and assurance.
- Identifying assurance providers and sources of assurance.
- Providing assurance over risk management.
- Developing an effective assurance map.
- Engaging with key stakeholders in assurance mapping.
- Coordination with and reliance upon other assurance providers.
- Common pitfalls and challenges to manage or avoid.

Course Objectives

- Performance (Risk Management).
- Leadership (Audit plan and coordinating assurance efforts).
- Leadership (Internal audit strategic planning and management).

Register

*Member/non-member price.