

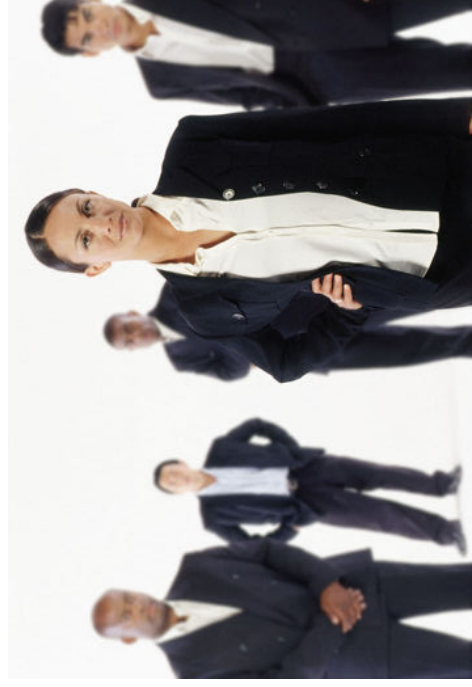


Introduction to IT Audit

January 23, 2008

Who We Are

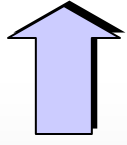
- Randy Roehm – Technology Risk Director
- Jason Brucker – Technology Risk Manager
- Zeb Buckner – Internal Audit Consultant
 - Zeb.buckner@protiviti.com
- Darcie Allen – Denver HR & Recruiting Lead



Protiviti Overview

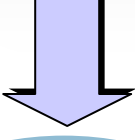
Large Firm:

- Methodologies & tools
- Experienced professionals
- Depth of consulting services
- Financial stability
- Global presence



protivitiSM
Independent Risk Consulting

Protiviti combines the strengths of the Big Four and independent alternatives... without compromise



Specialist firms:

- Responsive client service
- Lack of SEC restrictions
- Independent from attest & tax services
- Better teaming
- Focus on core offerings

Consulting

- Finance Transformation
- Operational Risks
- IT Strategy Services
- Business Intelligence
- Enabling Technologies
- Governance Risks and Controls

Internal Audit

- Internal Audit Start-Up
- Co-Sourcing
- Outsourcing
- Internal Audit Transformation
- Risk Assessment

About Protiviti

- Client engagements vary in size: typically \$75K to several million.
- Protiviti's revenues for fiscal year 2006 were over \$0.5 billion.
- More than 3,000 professionals worldwide.
- Wholly owned subsidiary of Robert Half International Inc.
- Protiviti was listed as one of Businessweek's top 100 places to start a career in 2006 and 2007.

Example Clients

Our clients include more than 20% of all Fortune 1000 companies; more than 25% of all Fortune 500 companies; and more than 35% of all Fortune 100 companies.*



Tyson Foods, Inc.



The Pharmacy America Finds



Independent Risk Consulting

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Protiviti Locations



PROTIVITI

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Definition of Internal Auditing

“Internal Auditing is an independent, objective **assurance** and **consulting** activity designed to **add value** and **improve** an organization's operations. It helps an organization **accomplish its objectives** by bringing a systematic, disciplined approach to evaluate and **improve the effectiveness** of risk management, control and governance process.”

- The Institute of Internal Auditors

Definition of IT Audit

“Information Technology (IT) internal auditing helps a company understand the key **technology risks** and how well the company is **mitigating and controlling** those risks. IT internal audit also provides insight into the threats inherent in today's highly complex technologies.”

- Protiviti IT Audit Services

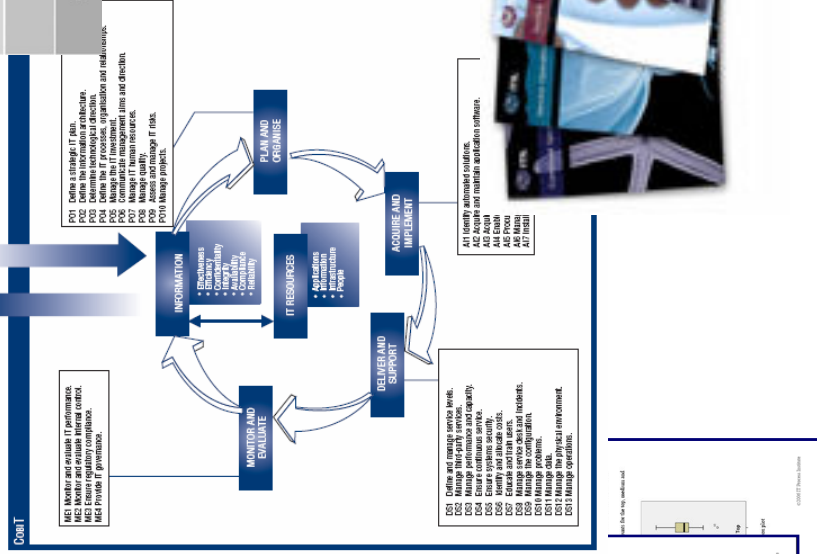
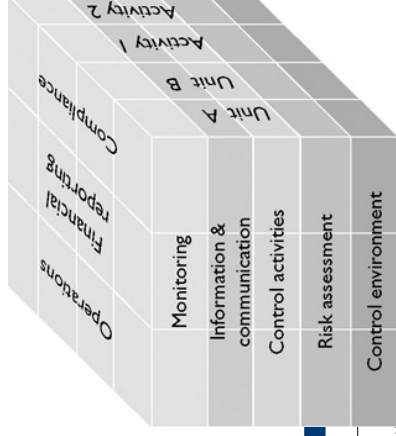
Definition of Internal Control

“**Internal control** is a process, effected by an entity’s board of directors, management and other personnel, designed to provide reasonable assurance regarding the achievement of [business] objectives in the following categories:

- Effectiveness and efficiency of operations
 - Reliability of financial reporting
 - Compliance with applicable laws and regulations.”
- Committee of Sponsoring Organizations (COSO)

Key Publications / Resources

- COSO
- COBIT
- ITIL
- Val IT
- ITPI



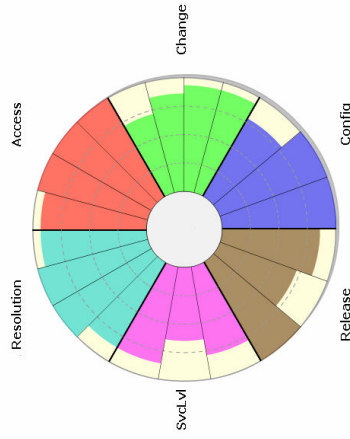
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Internal Controls & Performance

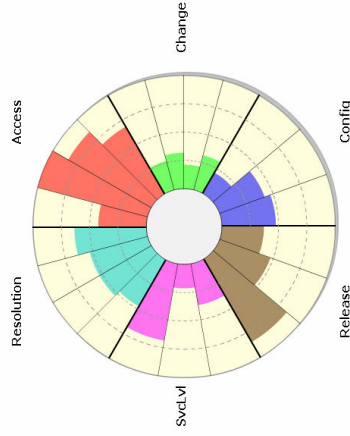
The IT Process Institute (ITPI) is a non-profit organization with the mission to “advance IT management science through independent research, benchmarking, and prescriptive guidance.”



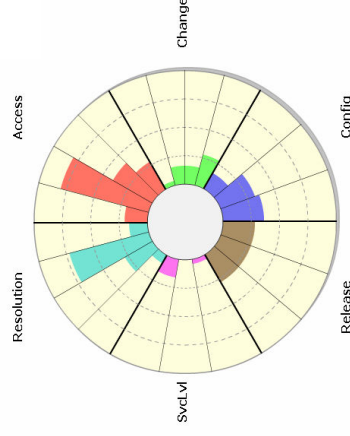
Top Performers



Medium Performers



Low Performers

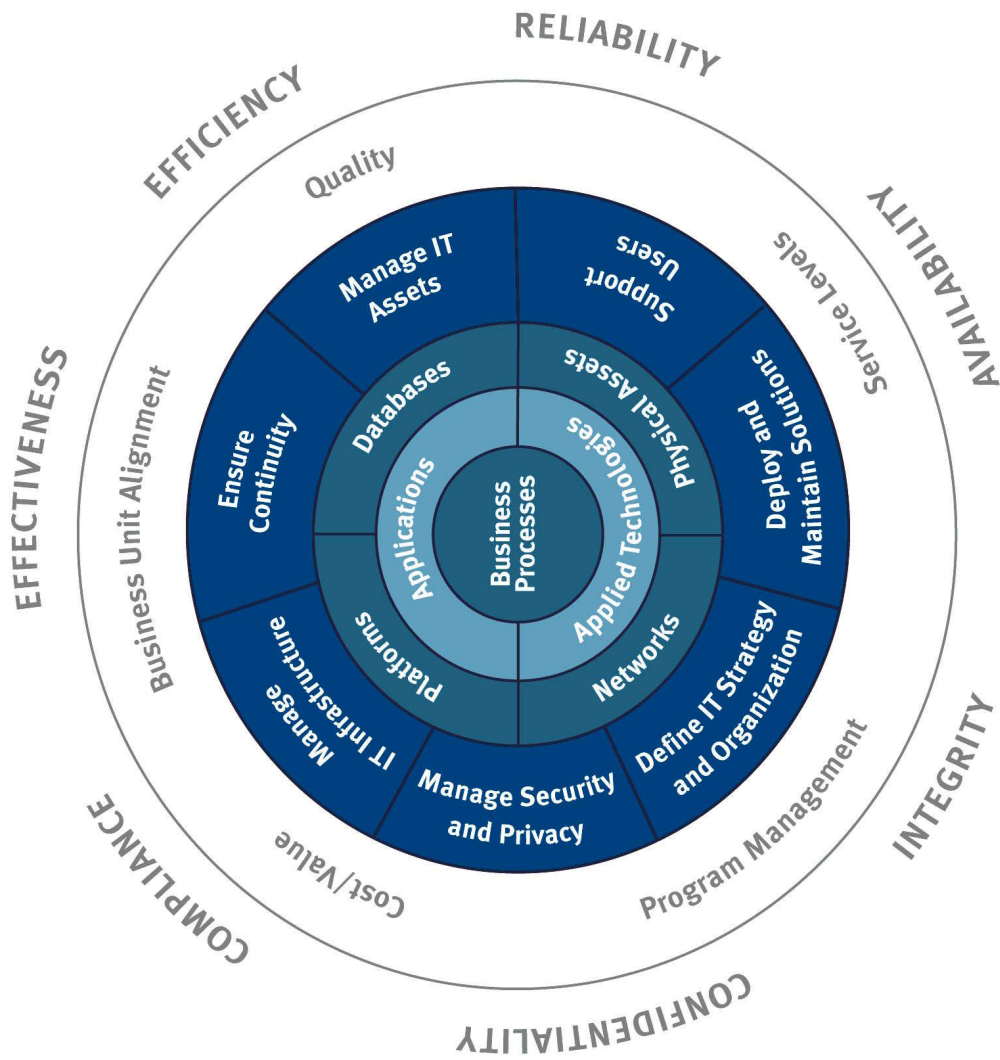


- Differentiating Factors – Top Performers vs. Medium Performers
 - The activities that “sustain and continually improve their control systems”
 - These are activities such as enforcing processes and consistent use of other controls to proactively stabilize the IT environment
- Differentiating Factors – Medium Performers vs. Low Performers
 - The activities that organizations use to “build their control systems”
 - These are activities such as defining processes, roles and service levels

Protiviti Tools

- Protiviti Technology Risk Model
- Process Classification Scheme
- Capability Maturity Model
- 6 Elements of Infrastructure
- KnowledgeLeader

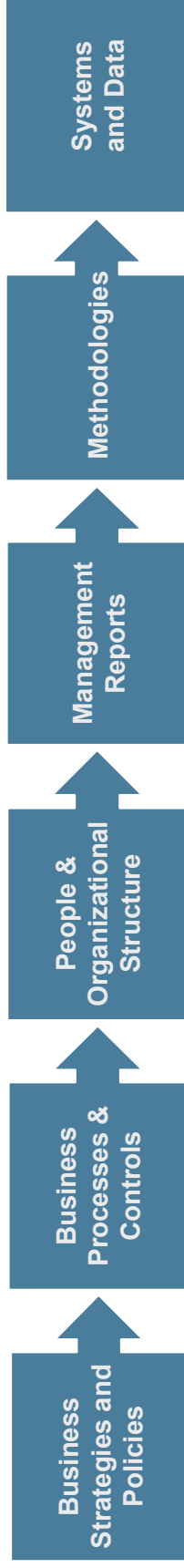
Protiviti Technology Risk Model



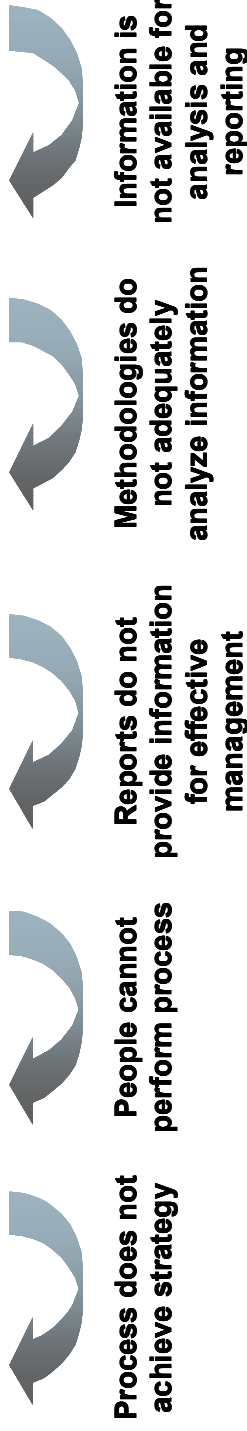
Process Classification Scheme (PCS)



6 Elements of Infrastructure



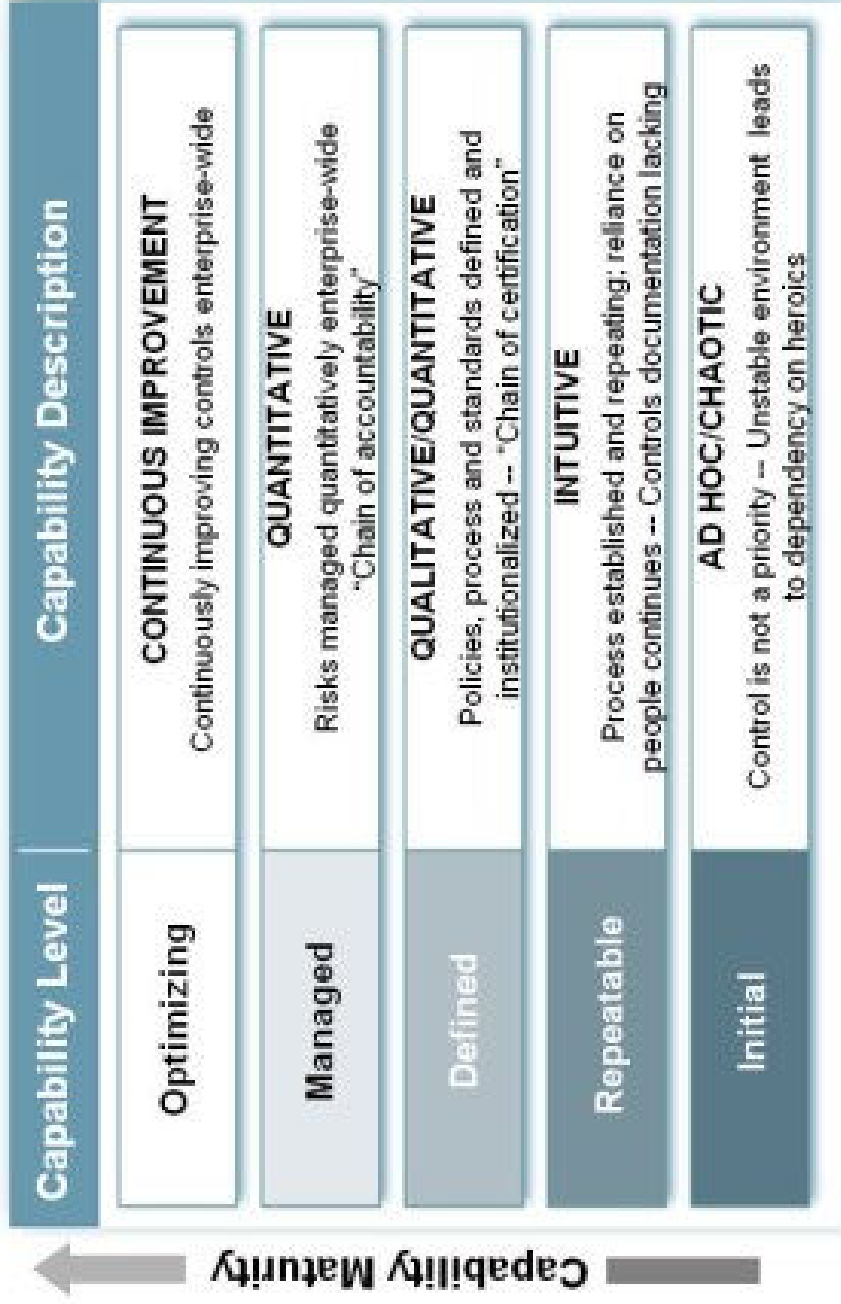
Resulting Business Risk if component is deficient:



The "6 Elements of Infrastructure"

- Describes the components needed to ensure quality & risk management
- Are generally designed *from left to right* as shown above
- Each component contributes to the overall process maturity of each area
- Describes the "necessary ingredients" for mitigating risk to strategies the business deems critical

Capability Maturity Model

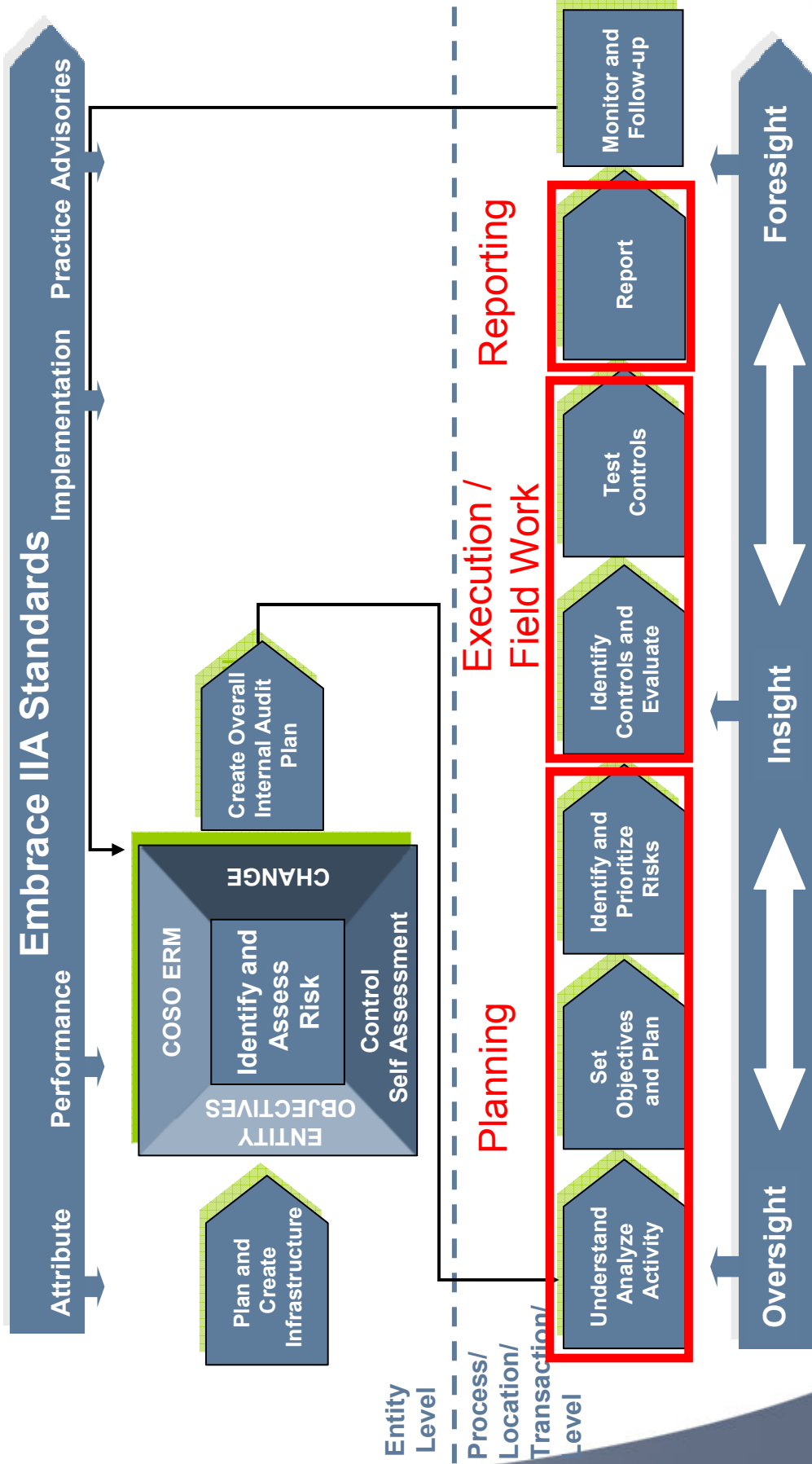


Derived from Carnegie Mellon capability maturity model

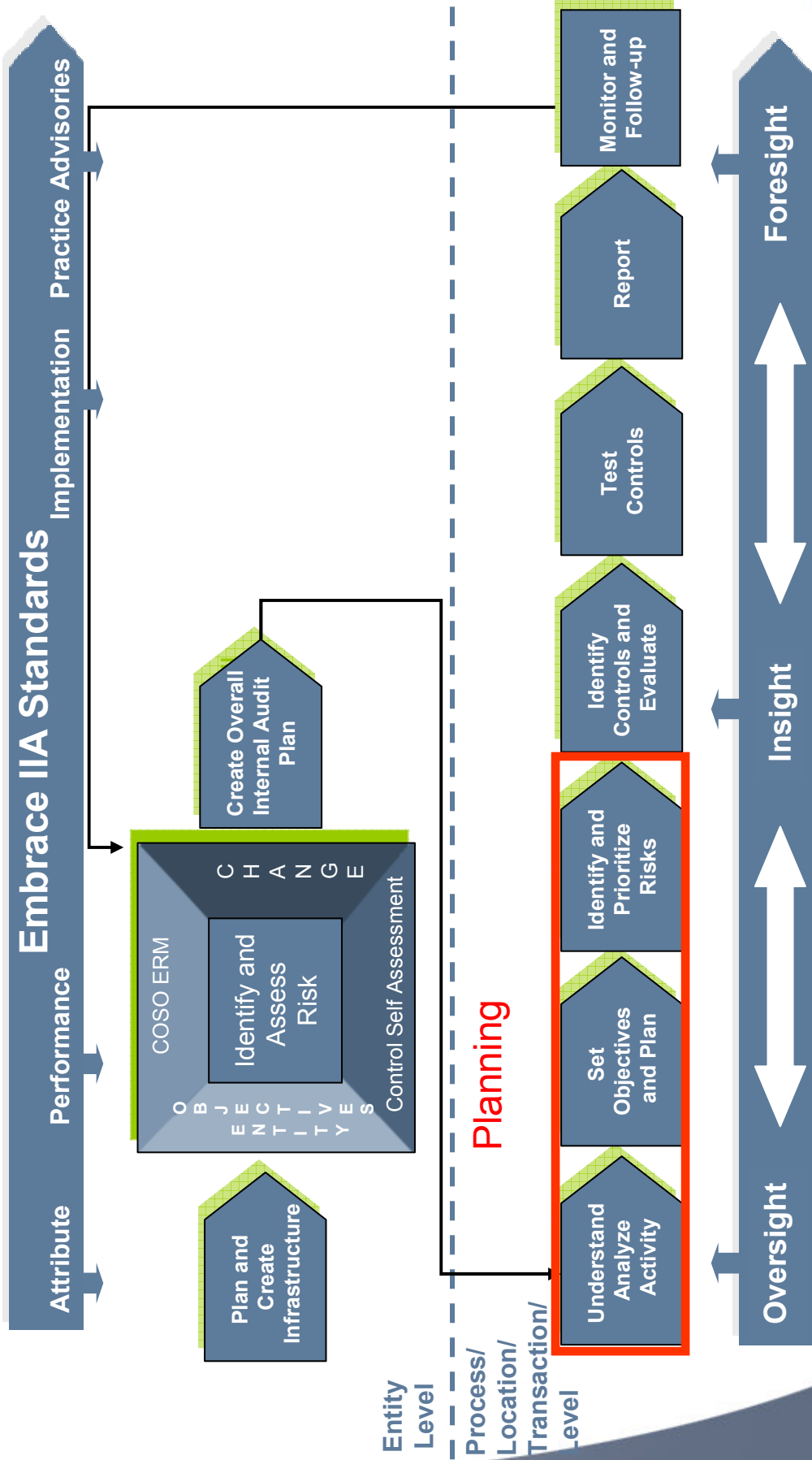
KnowledgeLeader

- Overview of KnowledgeLeader (KL)
 - Subscription based information website
 - Free to students and professors
 - Aids the Internal Auditor by providing
 - Audit programs
 - Checklists
 - Tools
 - Resources
 - Best practices
 - Risk management professionals can save time, manage risk, and add value
 - KL Demo at end of presentation (time permitting)

Protiviti IA Methodology



Audit Planning



Audit Planning

Objective

Understand project environment, objectives, and scope. Identify process best practices. Identify information needed to carry out the audit.

Approach

Understand
and Analyze
Activity


Set Objectives
and Plan

Identify and
Prioritize Risks




Value

A risk-based audit approach focuses an audit on significant risk areas, efficiently utilizing resources to produce effective results that ultimately add value to the client's organization.

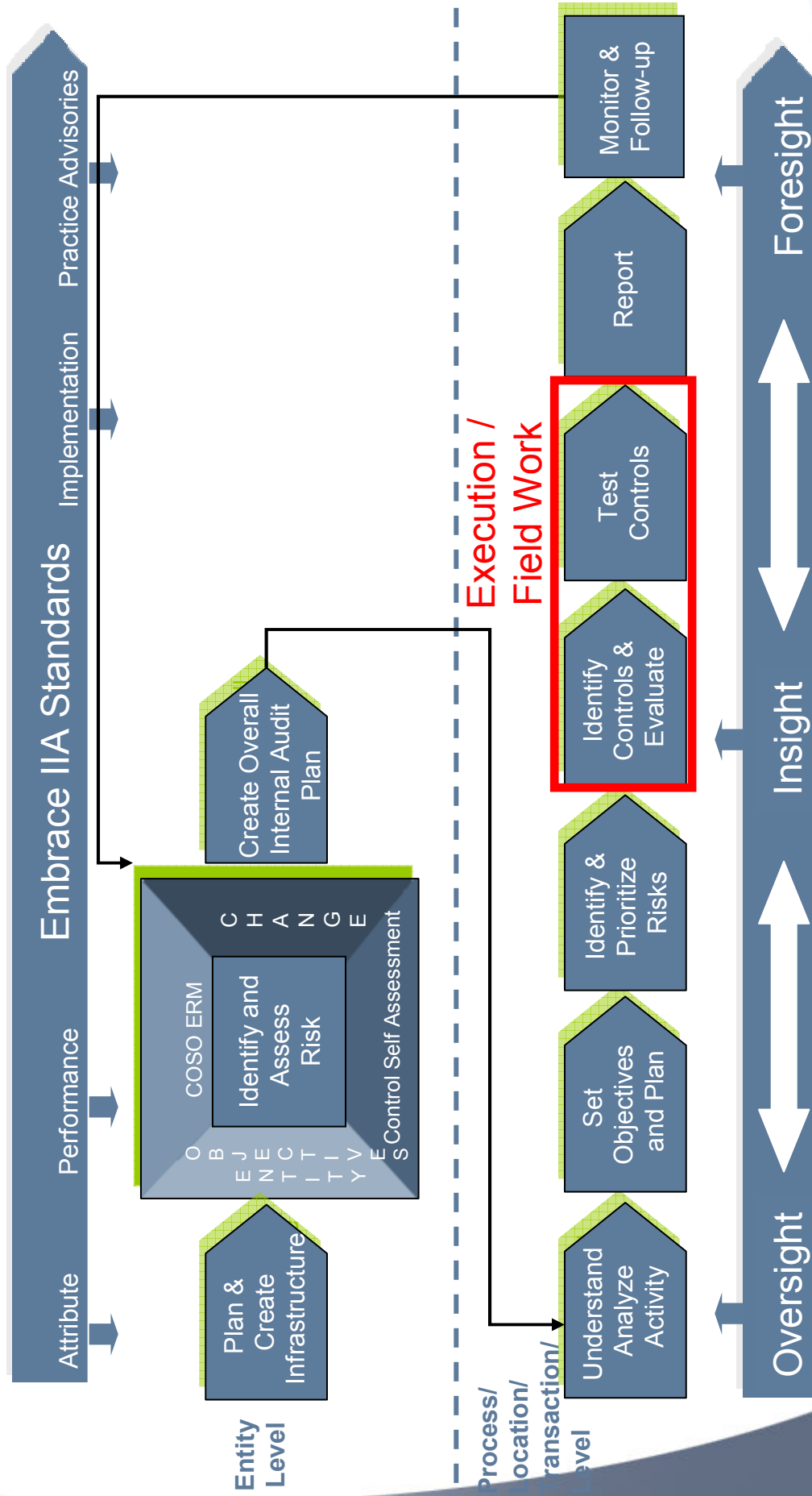
Key Audit Planning Activities

- Conduct the planning meeting with the client to:
 - Determine objectives and scope
 - Understand the key risks (e.g., questionnaires) 
 - Request relevant background information / documentation (e.g., past audit findings, org charts, system diagrams, etc.)
- Create the planning and scoping memo
- Create work program
- Determine budget and resource allocation
- Send audit notification letters

Key Planning Documents / Outputs

- Meeting notes / minutes
- Planning memo 
- Work program
 - Examples:
 - IT General Controls 
 - IT Change management 
 - Disaster recovery 
 - Windows security 
- Budget / staffing plan 
- Notification letter

Execution / Field Work



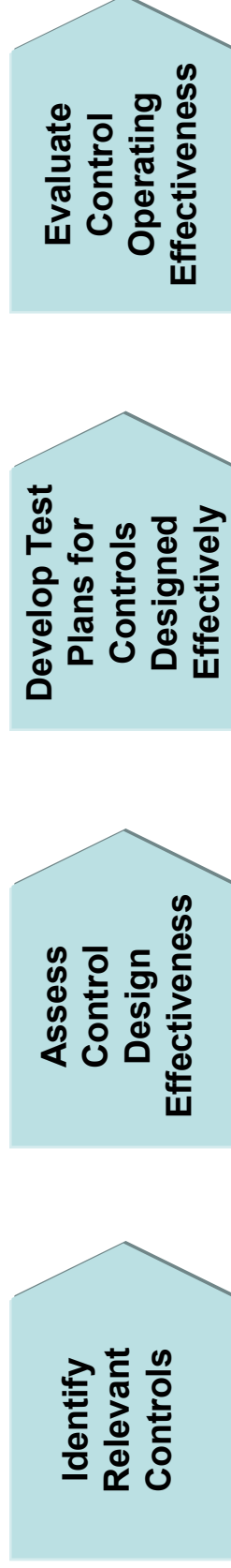
Add Value

Execution / Field Work

Objective

Perform an evaluation to verify that, for each control objective / risk, controls are designed and operating effectively so there is reasonable assurance that the risk is mitigated to an acceptable level.

Approach



Value

Field work provides internal auditors with the opportunity to identify findings and value added recommendations to the client. These form the basis for well supported conclusions and recommendations.

Key Field Work Activities

- Gain a detailed understanding of the audited area
- Identify and document risks & controls:
 - Determine control characteristics
 - Populate a risk & control matrix (RCM)
- Evaluate control design effectiveness, including linkage to control objectives / risks
- Identify testing steps to validate control operating effectiveness
- Execute testing:
 - Acquire and evaluate data / control evidence
 - Create workpapers
 - Document observations & findings
 - Validate findings with auditee

Documenting Controls

- **What** - What does the control do? Is it preventative or detective?
- **How** - How is the control performed? What is the evidence?
- **Who** - Who performs the control? What is their title?
- **Why** - What is the objective of the control?
- **When** - How frequently is the control performed?

Characteristics of Effective Controls

- Relevant to the control objective / risk under review
- Performed frequently enough
- Personnel performing them have adequate knowledge and experience
- Appropriate segregation of duties exist
- Errors are identified and remediated in a timely manner
- Reliable information is used to perform the control

Relative Strength of Controls

Weaker	Stronger
Manual control	Automated control
Performed by junior personnel	Performed by senior personnel
Detective control	Preventative control
Complex: many steps	Simple: one step
High Level	Transactional Level
Uses Sampling	100% Coverage
Takes place later	Performed real time

Develop a Test Plan

- A well-developed test plan:
 - Considers control objectives / risks and how controls accomplish those objectives or mitigate the risks
 - May test numerous controls
 - Identifies the population, sample size, and sample selection methodology for the test
 - Describes each step the auditor is to perform
 - Verifies the reports used for sample selection are accurate and reliable
 - Includes *only* effectively designed controls from the RCM; ineffectively designed controls should be noted as audit findings

Types of Tests

Testing Technique	Explanation	Documentation Requirements	Examples
Inquiry	Ascertain whether a control is in place by asking specific oral or written questions	Who was interviewed, when the interview took place and information they provided	Interview key personnel to understand the controls surrounding a particular process
Observation	Direct viewing of control being performed	Who, when & what was observed	<i>Automated:</i> Observe all field edit check works when invalid data entered <i>Manual:</i> Security of blank check stock
Inspection/ Examination	The inspection of records, documents, reconciliations, and reports for <u>evidence</u> that a control has been properly applied.	Who, when & what. Details of items tested. Level of detail must be sufficient to support conclusion and allow someone else to re-perform your test.	Select a sample of contracts and verify that key controls were performed: <ul style="list-style-type: none"> • Contract was signed (Validity) • All key fields were completed (Completeness)
Re-performance	The repetition of a control performed by an employee or a computer or system.	What & how. Details of items tested. Level of detail must be sufficient to support conclusion and allow someone else to re-perform your test.	<ul style="list-style-type: none"> • Recalculating a bank reconciliation, tracing back to bank statements, and general ledger balance





Documenting Findings: The 5 C's

Condition	Statement of the issue
Criterion	Description of what should be
Consequence	Explanation of the significance or impact
Cause	Explanation of what allowed the condition to occur
Corrective Action	Description of action necessary to correct the condition

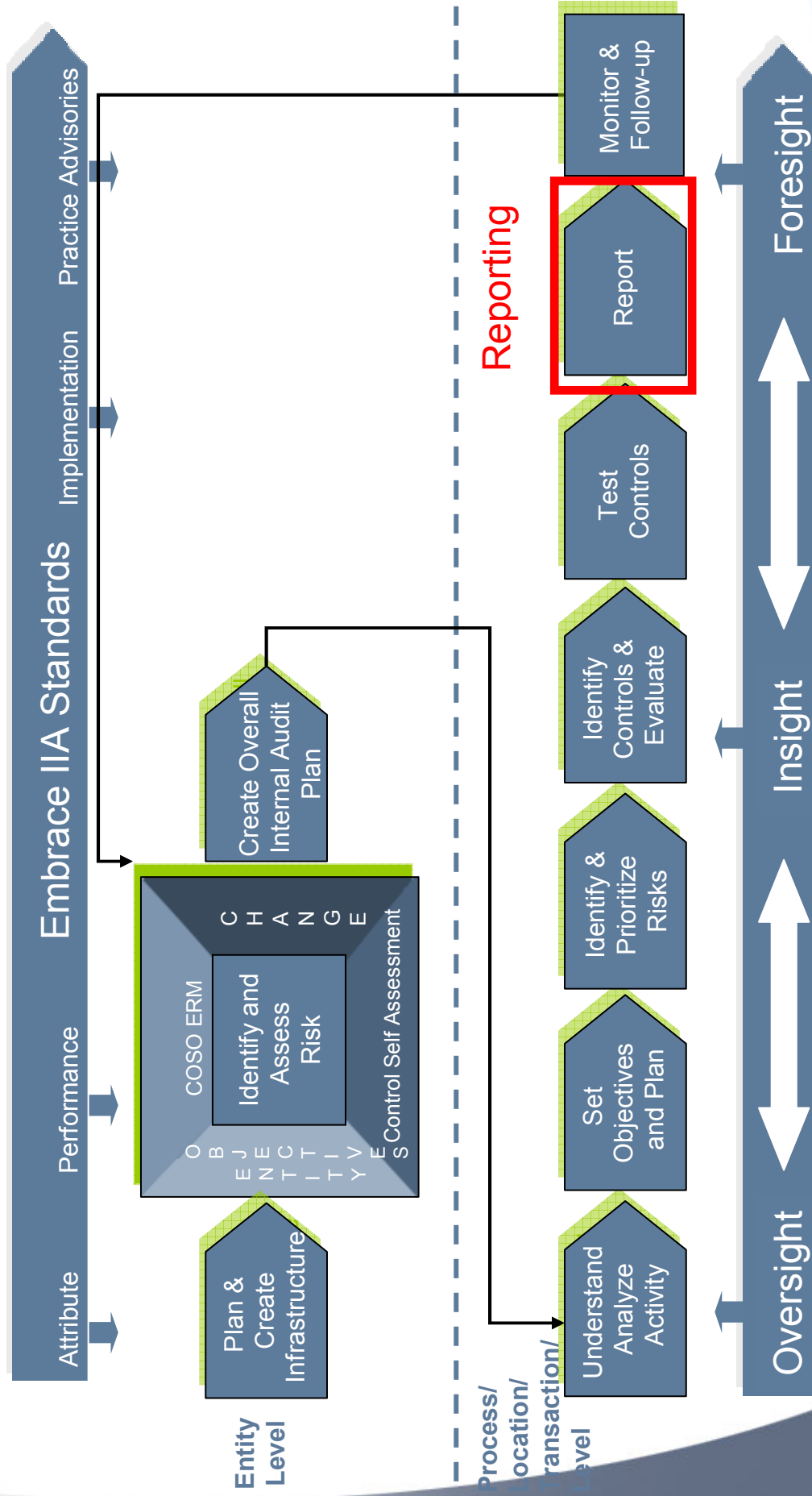
Example Issue Write-Up Statement

Condition	15% of the development team has “write” access to the production environment.
Criterion	The corporate IT security policy dictates that access should be granted according to “least privilege” and developers should not have “write” access to the production environment.
Consequence	Unauthorized developer activity may introduce unstable and/or malicious changes to the production environment.
Cause	Developer production access was not reviewed and eliminated when the IT security policy was implemented.
Corrective Action	The system security administrators will review and disable all developer “write” access in production, and the VP of IT will conduct monthly access reviews to verify no developers have improperly obtained “write” access to production.

Key Field Work Documents / Outputs

- Risk & control matrices (RCMs)  
- Testing memoranda / lead sheets 
- Workpapers / testing documentation:
 - Data analyses (e.g., spreadsheets)
 - Narratives / procedures
 - Process maps
 - System output (e.g., reports, log files)
- Issue tracker / testing summary 
- Completed work program

Reporting



Add Value

Reporting

Objective

Summarize and present issues, observations and value-added recommendations based upon fieldwork, sound analysis and business judgment.

Approach



Value

High quality reporting is responsive to specific client needs and is well supported by analysis and test procedure results. Internal audit reports provide companies with a powerful mechanism for making decisions to improve their ability to achieve business objectives.

Compelling Recommendations

- Actionable
- Supported with sufficient evidence
- Focused on the root cause
- Appropriate level of management is involved in issue identification early on
- In line with client priorities and objectives
- Are items the client is ready or able to make changes
- Based on objective and accurate information
- May offer near-term and long-term solutions

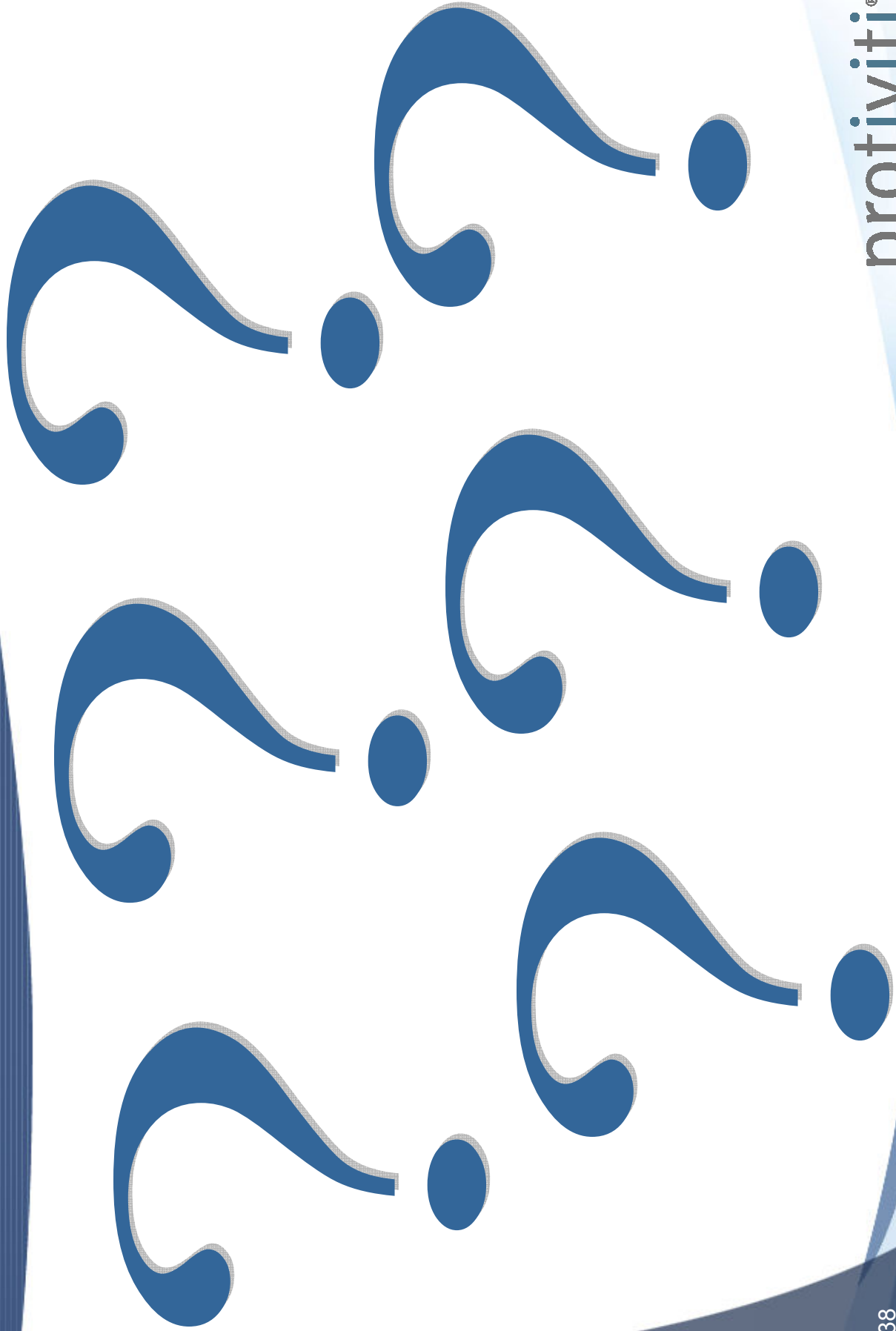
Goal of our audit report:

To report facts in a manner that puts management in a position to reach informed conclusions on their own

Adding Value with Recommendations

- How can the process measurements and controls be modified or enhanced?
- What are other companies doing (e.g., benchmarks, standards)?
- Are you missing out on some best practices?
- Where is this process going?
- Can it scale as the company grows?
- Will current controls be adequate in the future?
- What planned or future changes need to be considered?

Q & A



Activity:
KnowledgeLeader Research

Knowledge Leader (KL)

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SAMPLE CONTENT

- > Business Continuity Management
- > Control Self Assessment
- > Corporate Governance
- > COSO
- > Credit and Operational Risk
- > Enterprise Risk Management
- > Fraud and Ethics
- > Internal Audit
- > Sarbanes-Oxley
- > Security Risk
- > Technology Risk
- > All Topics

NEW THIS WEEK [see all recent additions]

Newsletter
Setting the 2008 Audit Committee Agenda - *The Bulletin, Volume 3, Issue 1*
Over the last year new issues have arisen that warrant the audit committee's attention. This issue of *The Bulletin* provides observations and ideas for boards and their audit committees regarding matters they should consider in 2008.

Performer Profile and Related Poll
The Vision of Group Audit at SEB - To be the Best in Europe
The Skandinaviska Enskilda Banken (SEB) Group is a North European financial company with services structured along four main divisions: merchant banking, wealth, life and retail. In this profile, Agneta Bienenhag, group audit manager and head of internal audit at SEB Group, describes a recently launched methodology that embarks on a process-oriented approach for conducting risk assessments. This methodology incorporates COSO philosophies, helps evaluate the bank's governance structure, and includes six key phases: Audit and Assurance Needs Assessment, Planning and Resource Scheduling, Execution Planning, Reporting, and Follow-Up and Tracking.

Risk Assessment Approach Poll
This week's poll question asks, "Does your organization use a process-oriented approach for conducting risk assessments?"

Previous Poll Results
Enabling Project Risk Management Poll
See the results from last week's poll, "Does your organization proactively assess project-related risks?"

Compliance Week Article
Enhancing Your Internal Audit Performance
A good internal audit department does not just measure the improvement of other departments in the company; it strives constantly to improve itself, as well. In this article, Compliance Week Columnist Dan Swanson examines how internal audit can push for its own higher achievement. Swanson outlines a five-step plan companies can follow to improve internal audit practices over time.

Auerbach Article
7 Ways to Measure the Performance of Your New Internal Team

KL – Home Page

KnowledgeLeader - A Resource for Internal Audit and Risk Management Professionals - Microsoft Internet Explorer

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Welcome back, Zeb Buckner. Check out the new features for the week of January 21, 2008.

The Vision of Group Audit at SEB: To be the Best in Europe

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NEW THIS WEEK (see all recent additions)

Participation Request
Take the 3rd Annual Internal Audit Rebalancing Survey... How did the Interpretive Guidance and AS5 impact your rebalancing efforts? In 2006 and 2007, Protiviti conducted surveys to determine whether and how internal audit departments are adjusting their focus on financial reporting risks. The purpose of this new survey is to see where internal audit stands today with respect to rebalancing and to share what worked, what did not work, what people are planning to do next, and how AS5 and the SEC's interpretive Guidance have impacted these efforts. When the results are tabulated, the final report will be published on KnowledgeLeader.

Compliance Week Article
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Questionnaire
Fixed Assets - Preliminary Controls Assessment Questionnaire
This is an example of a preliminary assessment questionnaire that can be presented to managers or process owners before conducting a fixed asset audit. It is intended to help the internal audit department understand existing business processes involving fixed assets and management's view of the internal control environment. This document has been updated with items such as: fixed asset system change management, capital expense policy, and periodic review of depreciation expense.

Announcement
Hong Kong and Mainland China Risk Barometer's Published
KnowledgeLeader is pleased to announce that the Mainland China 2007 Risk Barometer Executive Summary has been published on KnowledgeLeader in Chinese. Additionally, the Hong Kong 2007 Risk Barometer Executive Summary has been published in English. The content can be located by clicking on "Topics" -> "China"

Related Poll
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Auerbach Article
7 Key Steps to Accelerate Performance of Your New Virtual Team
Like any other team that's starting up, a virtual team will undoubtedly move through the phases of forming, norming, storming, and performing. This article shows how some of the essential activities for building any high-performing team can be applied to project teams who must work virtually to get the job done.

Policy
Disclosing PHI to Avert Serious Threat to Health and Safety
Covered entities are permitted, consistent with applicable law and standards of ethical conduct, to disclose protected health information based on a good faith belief that the disclosure is necessary to prevent or lessen a serious and imminent threat to the health or safety of a person or the public. This policy provides guidance to ensure full compliance with all laws when using or disclosing protected health information to prevent or lessen a threat to the health or safety of a person or the public.

Featured External Links
FERS Gets Push from Accounting Giants
On January 15, 2008, top executives from Deloitte Touche Tohmatsu, Ernst & Young

TOP PICKS

TOPICS

- > Business Continuity
- > Internal Audit
- > COSO
- > Credit & Operational Risk
- > Sarbanes-Oxley Act
- > Enterprise Risk Management
- > Security
- > Self Assessment
- > Technology

TOOLS

- > All Audit Work Programs
- > All Policies and Procedures
- > Entry Level, IT, and Business Process Controls Questionnaires
- > Chief Audit Executive IT Control Checklist
- > Guidance for Smaller Public Companies Reporting on Internal Control over Financial Reporting

PUBLICATIONS

- > Moving Internal Audit Back into Balance - A Post-Sarbanes-Oxley Survey
- > How the New SEC Guidance Impacts Eight Key Decisions Driving a Cost-Effective Section 404 Assessment Process
- > Selecting an automated IA work paper tool
- > The Challenge of Capturing, Evaluating Risks
- > SEC and PCAOB Flash Reports

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Tools

This page contains selected tools from the 8 tool types available on KnowledgeLeader. The tools on KnowledgeLeader are available to download, repurpose, and customize to fit your organization's needs. To view the full list of each tool type, please select the "View All" links.

<p>Charters</p> <p>Displaying 5 of 27. View All By: Title Date Topic</p> <ul style="list-style-type: none"> Audit Committee Charter Compensation Committee Charter Disclosure Committee Charter Internal Audit Charter, Guide and Sample Nominating and Governance Committee Charter 	<p>Work Programs</p> <p>Displaying 5 of 201. View All By: Title Date Topic</p> <ul style="list-style-type: none"> Application Controls AuditNet Premium Content Controls Monitoring Quarterly Assessment Entity Level Controls Privacy Controls
<p>Checklists</p> <p>Displaying 5 of 74. View All By: Title Date Topic</p> <ul style="list-style-type: none"> Audit Committee Self-Assessment Checklist Chief Audit Executive IT Control Checklist Fraud Scheme and Scenarios Self-Assessment Checklist Ten Best Practices for Enterprise Intrusion Prevention 	<p>Policies & Procedures</p> <p>Displaying 5 of 257. View All By: Title Date Topic</p> <ul style="list-style-type: none"> Credit Risk Delegation of Authority Fraud Policy Statement Injury and Illness Portable Computing Device Security
<p>Guides</p> <p>Displaying 5 of 230. View All By: Title Date Topic</p> <ul style="list-style-type: none"> COSO Framework Description COSO Internal Control Framework Overview Guide for Documenting Processes and Controls for Sarbanes-Oxley How to Standardize Documentation for Internal Controls TCM Audit Principles (TCM Audit Top 10) 	<p>Questionnaires</p> <p>Displaying 5 of 149. View All By: Title Date Topic</p> <ul style="list-style-type: none"> End-of-Audit Feedback Survey Entity Level Controls - Risk Assessment Questionnaire Inventory Management Control Questionnaire IT General Controls Questionnaire Treasury Process Controls Questionnaire
<p>Methodologies & Models</p> <p>Displaying 5 of 15. View All By: Title Date Topic</p> <ul style="list-style-type: none"> Capability Maturity Model Process Level Internal Audit Methodology Protiviti Risk ModelSM Six Elements of Infrastructure SOX Section 404 Compliance Initiatives Methodology 	<p>Samples</p> <p>Displaying 5 of 116. View All By: Title Date Topic</p> <ul style="list-style-type: none"> Entity Level Fraud Risk Assessment Process Strategic Internal Audit Plan Process Level Documentation Requirements Memo Segregation of Duties Matrix Risk Assessment Survey Template - Sample

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Publications

This page contains a list of all of the publications available on KnowledgeLeader from the following categories: Articles, Newsletters, Performer Profiles, Protiviti Booklets, Regulatory Updates, and Survey Reports. If you would like to explore a specific publication category, please use the links on the left.

The following 1258 items are listed by date.

January 21, 2008
7 Key Steps to Accelerate Performance of Your New Virtual Team
 Like any other team that's starting up, a virtual team will undoubtedly move through the phases of forming, norming, storming, and performing. This article shows how some of the essential activities for building any high-performing team can be applied to project teams who must work virtually to get the job done.
 CONTENT AREA: Articles
 TOPICS: Cross Border & Non-US Issues, Project Management

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 A good internal audit department does not just measure the improvement of other departments in the company; it strives constantly to improve itself, as well. In this article, Compliance Week Columnist Dan Swanson examines how internal audit can push for its own higher achievement. Swanson outlines a five-step plan companies can follow to improve internal audit practices over time.
 CONTENT AREA: Articles
 TOPICS: Corporate Governance, Audit Committee & Board, Internal Audit, Quality Assessment/Review, Entity-Level Control, Internal Controls

January 21, 2008
Hong Kong Risk Barometer Executive Summary
 In the first quarter of 2007 Protiviti Hong Kong Co. Limited commissioned a study to better understand the risk profiles of senior executives with the 500 largest listed companies in Hong Kong. Specifically, the objectives of the study were to (1) identify the nature of the risks undertaken by these corporations, (2) understand the appetite for risk and concerns with regard to risk of senior executives, and (3) understand the current state of these corporations' risk management capabilities, including changes in and ownership of those capabilities. The study results were summarized in three categories: changes in risk profile, risk management capabilities and current state of risk.
 CONTENT AREA: Survey Reports
 TOPICS: Corporate Governance, Audit Committee & Board, Sarbanes-Oxley Act, Risk Management & Assessment, Compliance, Enterprise Risk Management, China

January 21, 2008
The Bulletin: Setting the 2008 Audit Committee Agenda
 Over the last year new issues have arisen that warrant the audit committee's attention. This issue of *The Bulletin* provides observations and ideas for boards and their audit committees regarding matters they should consider in 2008.
 CONTENT AREA: Newsletters
 TOPICS: Financial Reporting, Corporate Governance, Audit Committee & Board, Internal Audit, Risk Management & Assessment, Sarbanes-Oxley Act, Internal Controls, Enterprise Risk Management

[Replication or Save Conflict]

January 21, 2008
The Vision of Group Audit at SEB: To be the Best in Europe
 The Skandinaviska Enskilda Banken (SEB) Group is a North European financial company with services structured along four main divisions: merchant banking, wealth, life and retail. In this profile, Agneta Breenhag, group audit manager and head of internal audit at SEB Group, describes a recently launched methodology that embarks on a process-oriented approach for conducting risk assessments. This methodology incorporates COSO philosophies,

TOP PICKS

PERFORMER PROFILES

- > Transforming the Group Audit function at Lloyds TSB
- > Building a best-in-class audit shop at Washington Mutual
- > The Internal Audit Team at CA Helps the Company Achieve its Vision

PROTIVITI BOOKLETS

- > Guide to Enterprise Risk Management: Frequently Asked Questions
- > Guide to Business Continuity Management Frequently Asked Questions, Second Edition
- > Guide to the Sarbanes-Oxley Act: Managing Application Risks and Controls

REGULATORY UPDATES

- > SEC Chairman Announces Intent to Delay the External Auditor's Section 404 Attestation for Smaller Public Companies
- > Financial Service Agency Issues Internal Control Report System Q&A

ARTICLES

- > Discovery Risk Management: Why Should Chief Audit Executives Care? tool
- > Selecting an automated IA work paper tool
- > COSO Guidance Out, But Will It Work? Building Compliance Efforts With IT Roadmaps

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University Center

Protiviti allows professors and their students the opportunity to use the resources available on KnowledgeLeader to help enhance their curriculum and help students further their studies in internal audit, IT audit, and accounting. If you are a University Professor or a member of Beta Alpha Psi and would like to learn more about gaining access to the content listed below, please check out the [KnowledgeLeader University Program](#).

What does it mean to be an Internal Auditor?

Internal Auditing in the Spotlight (Flash Movie)

The Institute of Internal Auditors produced this video for students describing the Internal Audit profession. The 17-minute video features internal audit professionals at different stages in their careers, describing what they do, why they enjoy the IA profession, and why IA is a good place to begin a career. In order to view this video you must have Adobe Flash Player 9.0.120.0 installed. You may download the most up-to-date version at: <http://www.adobe.com/flashplayer/about> - select the "Player Download Center" link.

What are Internal Audit and Risk Management?

This page contains a list of links to KnowledgeLeader publications and tools that will assist a new professional in understanding and getting started in a career in internal audit and risk management.

[Organizations and Training Resources for Students](#)

This page contains a list of links to standards, organizations and training resources that will assist a new professional in understanding internal audit and risk management.

A Day in the Life of IA and Risk Management Professionals

This page presents a list of five Internal Auditor profiles available on the KnowledgeLeader website. These profiles are designed to provide you with an idea of a day in the life of an internal audit or risk management professional.

Professor Resources

[Advanced Auditing and Assurance Services - Sample Syllabus](#)

[Auditing - Sample Syllabus](#)

[Enterprise Systems - Sample Syllabus](#)

IA & ERM Case Studies

KnowledgeLeader has an extensive library of performer profiles from leading companies throughout the world. These publications are case studies of IA and risk management departments, where the executives share their techniques and best practices for managing risk and running the internal audit function. The following case study links will take you to the publications section of the website:

- [Building a best-in-class audit shop at Washington Mutual](#)
- [The evolution of ERM at Milant](#)
- [Foster's Group: An International Brand with a Strategically Aligned IA Approach](#)
- [The Internal Audit Team at CA Helps the Company Achieve its Vision](#)
- [Managing Risk and the Gaming Industry: MGM Internal Audit](#)

Career Resources

[Protiviti Career and Internship Information](#)

Protiviti offers professionals the best of both worlds. We're a highly regarded internal audit and risk consulting organization with a strong international presence. At the same time, we are relatively new in the marketplace and are growing rapidly, which presents exciting career opportunities for new college graduates.

[Career Advice: Center from Monster.com](#)

The career resources from Monster include the following: an interview center, job profiles, a resume center, a salary center, a self-assessment center, tips for a safe job search, and much more.

[Career Tools area on HotJobs.com](#)

The HotJobs career tools include advice on writing a job-winning resume, preparing yourself to make a great impression, making connections and building professional relationships, and calculating and negotiating your ideal salary.

Displaying 5 of 142. View All By: Title | Date

Displaying 3 of 3. View All By: Title | Date

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KL – Standards & Training

The screenshot shows a web browser window displaying the KnowledgeLeader website. The browser's address bar shows the URL: <http://www.knowledgeleader.com/KnowledgeLeader/Content.nsf/Web-Content/Standards-Training?OpenDocument&header>. The website header includes the text "KnowledgeLeaderSM provided by protiviti[®]".

The navigation menu at the top includes: Home, Topics, Tools, Publications, News, Standards & Training, KL+, and University Center. The "Standards & Training" section is currently selected.

The main content area is divided into two columns. The left column is titled "Standards & Training" and contains the following sections:

- International Auditing Standards**: The Standards represent the basic principles of the practice of internal audit. They are intended to provide a framework for internal audit activities, establish the basis for evaluation of internal audit performance, and foster improved organizational processes and operations. The Standards consist of Attribute Standards, Performance Standards, and Implementation Standards and are part of The IIA's Professional Practices Framework.
- Audit & Accounting Standards & Organizations**: This page provides links to authoritative auditing and accounting standards set forth by domestic and global organizations and associations.
- Technology & Security Standards & Key Guidelines**: This page provides links to authoritative IT standards, principles, and guidelines set forth by domestic and global organizations and associations.
- Accounting Updates**: The accounting updates are provided courtesy of Accounting Research Manager, a subscription service that provides a timely and comprehensive online database of analytical accounting, auditing and SEC information as well as authoritative literature. KnowledgeLeader members are eligible to receive a 15% discount.
- Laws & Regulations**: This page provides information on, and links to, major U.S. and international laws, regulations, and statutes in the areas of corporate governance, privacy, security, fraud, intellectual property, and other related areas.
- Best Business Links**: KnowledgeLeader contains links to more than 200 web sites of organizations involved in all areas of risk management, from large government departments such as the Federal Bureau of Investigation (FBI) and international agencies such as the World Intellectual Property Organization (WIPO), to numerous commercial and not-for-profit entities from around the world.
- KnowledgeLeader Bookstore**: Bookstore provides KnowledgeLeader with a custom online bookstore that offers special discounts on audit, accounting, and risk management titles. All KnowledgeLeader members enjoy free or discounted shipping on orders.

The right column is titled "Training & Education" and contains the following sections:

- KnowledgeLeader Plus (KL+)**: KL+ is the combined offering of KnowledgeLeader, and the CPE Courses offered through the ITraining Site. KL+ allows customers of KnowledgeLeader to have full access to the ITraining courses - focused on Sarbanes-Oxley, Internal Audit and Cost Accounting.
- ExamMatrix Professional Certification Examination Preparation Materials**: ExamMatrix provides software for the Certified Internal Auditor (CIA), Certified Information Systems Auditor (CISA), Certified Public Accountant (CPA), Chartered Financial Analyst (CFA®), and more. The review software enables individuals to study anytime, anywhere by leveraging the ExamMatrix review software to study on the go. ExamMatrix stands behind the certification review software and reference books by offering a pass-or-refund guarantee. KnowledgeLeader members are eligible to receive a 25% discount.
- MicroMash Online CPE Courses**: Study and earn credit by taking self-paced courses covering the areas of accounting, taxation, fraud, auditing, management, and personal development. The courses are offered to KnowledgeLeader members at a discount, through our partnership with MicroMash. The CPE courses can be downloaded to your computer or taken online.
- Training Organizations**: This page provides descriptions and links to major organizations offering professional and personal development training courses. Review this section for ideas on training courses you may want to pursue to enhance your knowledge and qualifications.
- Conferences & Events**: This page links you to the organizations that sponsor conferences and events for internal audit, IT audit and finance professionals.
- Certifications**: A list of Professional Certifications, which includes information on and links to major accounting, auditing, financial services, information technology and security certifications.
- University Center**: Protiviti allows professors and their students the opportunity to use the resources available on KnowledgeLeader to help enhance their curriculum and help students further their studies in internal audit, IT audit, and accounting.

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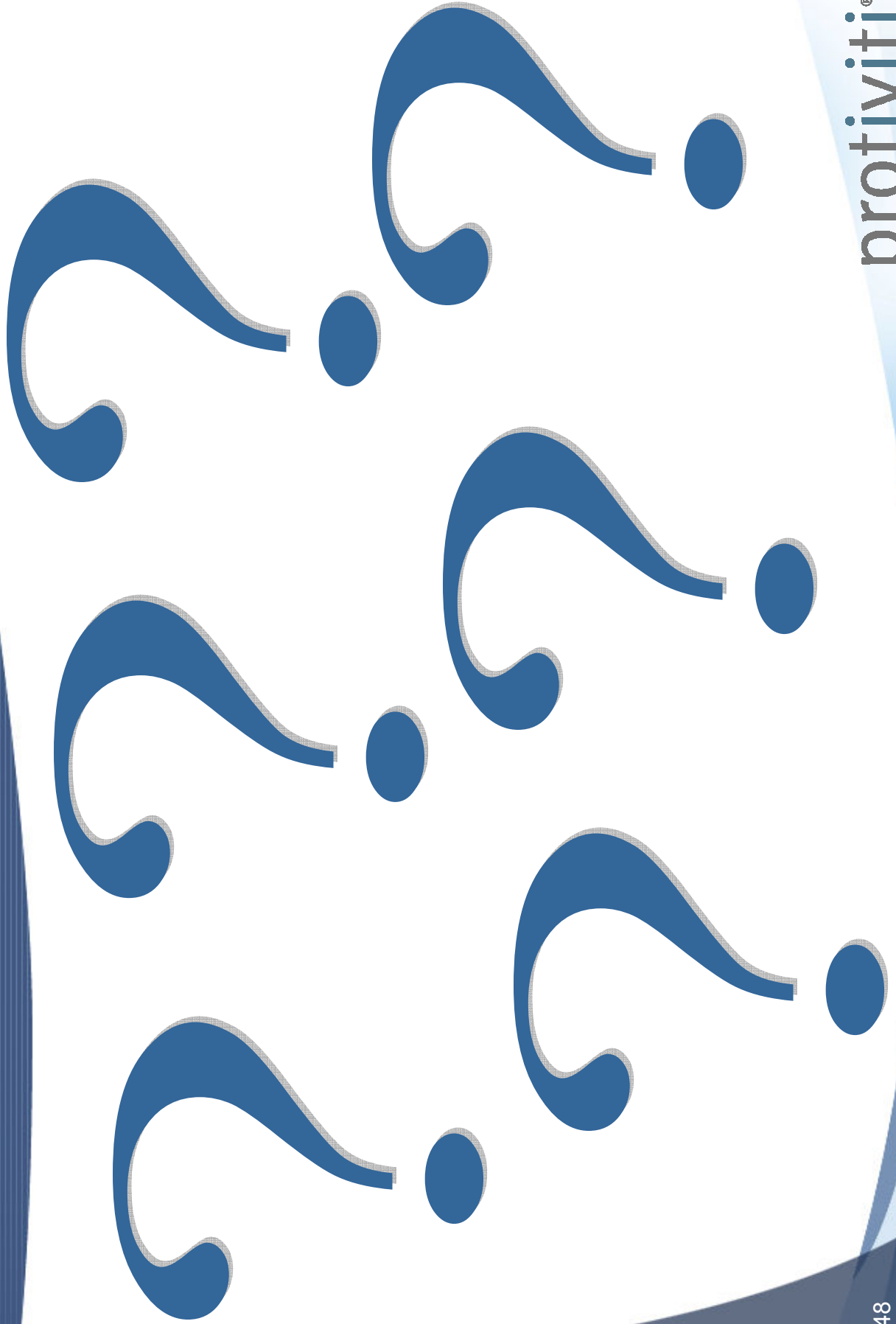
Activity – KnowledgeLeader Research

- **Objective:**
 - Give you the opportunity to perform advance research on the accounts payable process on KnowledgeLeader.
- **Deliverables:**
 - Examples of planning and process documents that you can utilize from KnowledgeLeader.

Activity -- KnowledgeLeader Research

Tasks	Who/How	Approx. Time
<ol style="list-style-type: none"> 1. Go to the KnowledgeLeader website, knowledgeleader.com. 2. Identify six documents a consultant could use to prepare for an Accounts Payable review. Two of the six documents should be for the: <ul style="list-style-type: none"> • planning stage (information gathering) • process documentation stage (risk and control analysis and process flowcharts/narratives) 3. Each table should create a listing of documents they found and indicate what stage the documents could be used. 	Table Group	10 minutes
Debrief Meeting	Class Group	5 minutes

Q & A



Thank you!