



2016 IIA INDONESIA 6-8 SEPTEMBER
NATIONAL CONFERENCE



Acquiring & Developing Internal Audit Talent



Restiana Linggadjaya, MM CIA CRMA
Chief Audit Executive
PT. Bank CIMB Niaga Tbk.

IIA Indonesia
Westin Hotel Nusa Dua
07 Sep 2016

Internal Audit Vision & Mission



VISION

To provide **leadership** in the efforts to evaluate and contribute to the improvement of **governance, risk management and control** processes regarding the:

- Reliability and integrity of financial and operational information
- Effectiveness and efficiency of operations
- Safeguarding of assets
- Compliance with laws and regulations

MISSION

- To provide **independent & objective assurance and consulting** services to Board of Directors and Board of Commissioners to maximize and sustain stakeholders value.
- To become the **trusted, respected & value-added business partner** in assisting the organization to accomplish the objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

STRUCTURE – PEOPLE - PROCESS - RELATIONSHIP

4 Strategic Initiatives for IA New Brand & Image

High level vision and mission



1. Structure

2. People



3. Process

4. Relationship

1

People focused and business driven organization structure

Continue to develop new leader and create potential people for CIMB Niaga. IA must be the center of excellence who gave birth of new future leaders in CIMB Niaga

2

Focus on the quality rather than quantity through the establishment of QAIP, continuous dashboard and quarterly realigning focus and concentration

3

Team Leader is the focus of improvement because Team Leader is the agent of new IA brand and image and they are the forefront warriors of Internal Audit

4

Catalyst of Integrated Assurance bringing new perspective in Governance, Risk & Control and promote Combined Assurance through establishment of CAR Forum.

Talent Management



International Professional Practice Framework (IPPF) – The Institute of Internal Auditors (IIA)

Acquiring, developing & retaining great auditors are recognized as **one of 10 imperatives** that will enable IA to drive success in a changing world. According to the IIA's 2015 Global Internal Audit Common Body of Knowledge (CBOK) study, IA departments need to cast their nets wider to attract, motivate & retain team members who are able to understand & anticipate the rapidly changing business environment.

Professional development also plays an important role, and each internal auditor should share responsibility for their professional development with the internal audit activity.



Recruitment



- Internal Recruitment
- External Recruitment
 - Audit Development Program
 - Professional Hires
- Guest Auditor Program



Audit Development Program



We commit to create and develop comparative advantage auditor in banking industry by ourselves



Batch 2
2012



Batch 3
2014



Batch 1
2010

ADP Background & Objective



➤ Background

- Internal Audit recruitment plan to have competent and competitive auditors to be developed as future leader in Internal Audit and in CIMB Niaga

➤ Objective

- To ensure standardization of auditor competencies especially in Governance, Risk and Control processes as requested by International Internal Auditor best practices (***International Standard by Institute of Internal Auditor***).
- To create and maximise high performance and competitive audit organisation using various learning approach (***audit certification & e-certification***).



Program Framework



External
Recruit

Training Stage

Evaluation
Stage

Appointment

REQUIREMENT

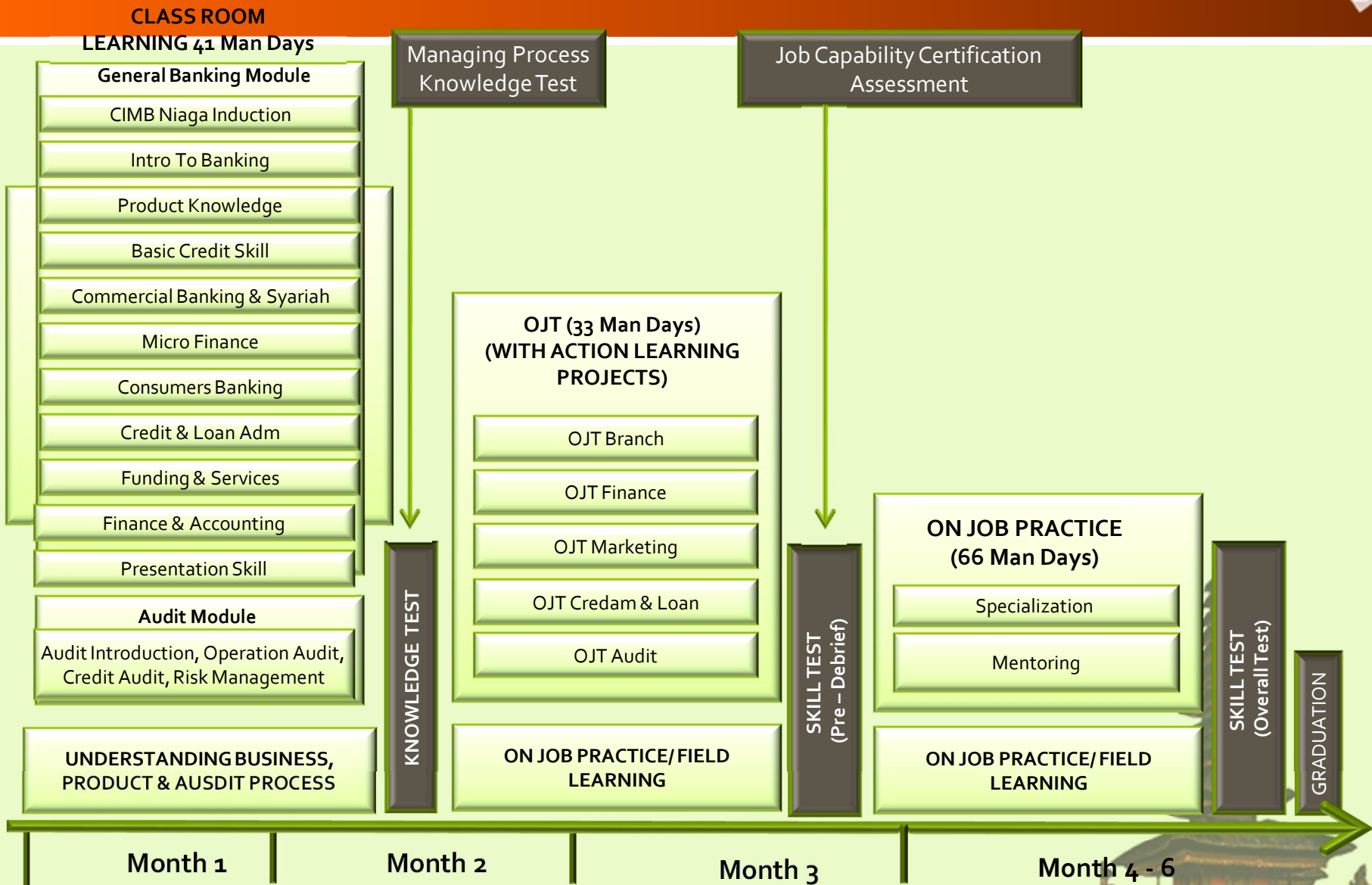
- IPK ≥ 3.00 S1 from good universities (priority for overseas)
- Major in Economics (Finance & Accounting Engineering, or IT)
- Age maximum 24
- Has passion to be qualified Auditor
- Meets determined DISC Profiles as Auditor
- Passes all potential tests
- Willing to be placed at all CIMB Niaga offices
- Willing to comply all regulations determined by CIMB Niaga

- 4 months as trainee
- Monthly allowance of Rp. xxxx(gross)
- All participant must passed knowledge evaluation & regular assignment during program
- Penalty Rp xxx,- for breaking training & orientation program (1 – 7 months)

- 3 Month Orientation after graduation to be permanent employee as Officer of Grade 8
- Evaluation to be Permanent Employee
- Evaluation conducted by ADP Committee:
 - Senior Auditor
 - IA Management

- Salary of Rp. xxxx (gross) + UMT
- Official Service for 2 year, counted since graduation and include in the contract clause
- Penalty Rp xxxxxx,- for breaking official service (6 months – 2 years)

Program Overview & Structure



I. General Banking Module



Objective :

To provide an understanding on banking business, product and process, including the induction module for new hire

Module	Coverage	Duration
CIMB Niaga – Induction Program	<ul style="list-style-type: none">• Opening by CAE (IA Vision, Mission, Charter)• Introduction to Bank CIMB Niaga and CIMB Group• Code of Conduct• Service Architecture• Good Corporate Governance• Anti Money Laundering (APU-PPT)• Induction to IT Security• Corporate Culture• HR Management	2 wd
Introduction to Banking	<ul style="list-style-type: none">• Bank History• Products and Services of Bank• Products and Services of Syariah Banking• Banking Activities and Regulations	1 wd
Product Knowledge	<ul style="list-style-type: none">• Liabilities Product : Current Account, Saving Account, Time Deposit• Consumer Lending: KPR, KPM, Credit Card, Personal Loan• Commercial Lending• Bancassurance• Syariah	3 wd

I. General Banking Module



Modules	Detail Material	Duration
Basic Credit Skill	<ul style="list-style-type: none">• Introduction to credit process• Professionalism, Integrity, Credit Doctrine & Lending Principle• Credit Policy• Qualitative analysis• Quantitative analysis• Credit Structuring approval & NAK• Portfolio Management, Problem loan & collection strategy	4 wd
Commercial Banking & Syariah	<ul style="list-style-type: none">• Commercial Lending Product & Lending Model• Trade Product• Syariah Product• Branch Credit System	2 wd
MSME	<ul style="list-style-type: none">• Introduction to MSME• SOP & products• Credit process• F/S analysis	2 wd
Consumer Banking	<ul style="list-style-type: none">• Consumer Banking Overview• Business Process & SOP• SPEKTA	2 wd

I. General Banking Module



Modules	Detail Material	Duration
Credit & Loan Administration	<ul style="list-style-type: none">• Overview Credit Administration• Appraisal, Legal & Insurance• Credit MIS & Reporting• Loan Administration	2 wd
Funding & Services	<ul style="list-style-type: none">• Cash & Teller• Customer service• Mosaic & Green Screen• Fund transfer (domestic & international)• Funding products	2 wd
Finance & Accounting	<ul style="list-style-type: none">• Basic Accounting• Tax• <i>Administrasi pembukuan (Biaya Umum, PPX, MMU, TMM)</i>• MIS & Reporting	2 wd
Presentation Skills	<ul style="list-style-type: none">• Theory of Presentation Skill• Practice	2 wd



II. On The Job Training – General Banking



Objective:

Participant will be assigned in branches and head office to get more understanding on the business process by observing the branches & head office activity

Modules	Duration
Branch	3 wd
Finance	2 wd
Marketing	6 wd
Credam & Loan	2 wd
OJT Report & Presentation	1 wd

Participant is required to submit “on the job training” report and present to committee

III. Internal Audit Module



Objective :

To provide an understanding on Internal Audit role & responsibly , including internal control framework , internal audit professional practices & audit process/procedure

Modules	Detail Material	Duration
Audit Introduction	<ul style="list-style-type: none">• Internal Control Framework• Audit Engagement Process• CAAT• Report Writing• CNAMS	2 wd
Operation & Service Audit	<ul style="list-style-type: none">• Operation Banking System• Operation Service Audit• Operation Administration Audit• Operation Administration (MIS) Audit	4 wd
Credit Audit	<ul style="list-style-type: none">• Commercial Credit Audit• Consumer Credit Audit• Micro Finance Audit• Credit Administration Audit	10 wd
Investigation Audit		1 wd
Risk Management	<ul style="list-style-type: none">• Introduction to Risk Management• Operational & IT Risk• Credit Risk• Market Risk	1 wd

IV. Specialization & Mentoring Module

Objective:

Participant will be assigned to conduct audit end to end process under supervision Internal Audit and submit the on The Job Training Report & present to Committee as part of Final de Brief

Modules	Detail Material	Duration
Specialization	• Specialization per assigned audit unit (Credit/ Operation/ Micro/ IT Audit/ Syariah)	60 wd
	• Paper & presentation preparation	5 wd
Overall Debrief	• Final Debrief	1 wd



Time Table ADP Batch III



No	Activities	September		October				Remarks
		W III	W IV	W I	W II	W III	W IV	
1	Administration Selection							
2	User Interview - Followed by HR Interview							Medan, Surabaya, Semarang/Jogja
3	User Interview - Followed by HR Interview							Jakarta
4	HR Test							
5	Contract Signing							



Professional Ethics

International Professional Practice Framework (IPPF) – The Institute of Internal Auditors (IIA)



I. Integrity

The integrity of internal auditors establishes trust and thus provides the basis for reliance on their judgment.

II. Objectivity

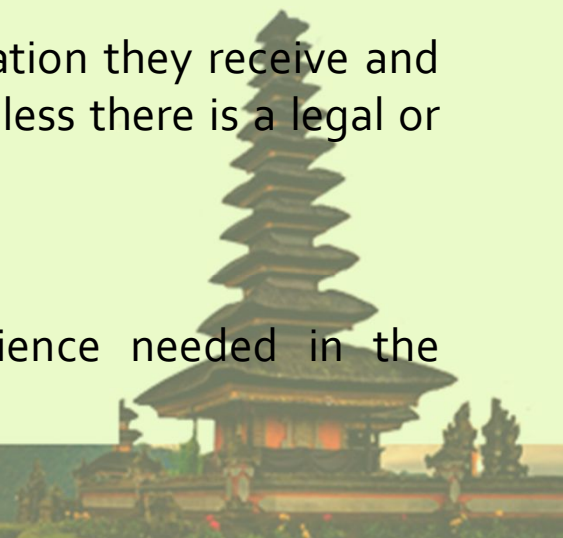
Internal auditors exhibit the highest level of professional objectivity in gathering, evaluating, and communicating information about the activity or process being examined. Internal auditors make a balanced assessment of all the relevant circumstances and are not unduly influenced by their own interests or by others in forming judgments.

III. Confidentiality

Internal auditors respect the value and ownership of information they receive and do not disclose information without appropriate authority unless there is a legal or professional obligation to do so.

IV. Competency

Internal auditors apply the knowledge, skills, and experience needed in the performance of internal audit services.



Developing Talent



1230 – Continuing Professional Development

Internal auditors must enhance their knowledge, skills & other competencies through continuing professional development.

1300 – Quality Assurance & Improvement Program

The CAE must develop & maintain a quality assurance & improvement program that covers all aspects of the internal audit activity.

2030 – Resource Management

The CAE must ensure that IA resources are appropriate, sufficient & effectively deployed to achieve the approved plan.



Developing Talent



Internal Audit Skills & Knowledge

- Auditors with min 2 years work experience in IA CIMB Niaga : QIA Training & Certification. Top 3 QIA graduates will participate in the graduation ceremony & SNIA.
- Audit Manager : CIA Training & Certification

Leadership & Managerial Skills

AVP & VP

Technical Skills

Various

IT Audit Technical Skills

Various

Development is integrated with Succession Planning

Various



International Exposure - Joint Audit



- Since 2011 with more than 40 assignments in Jakarta or Kuala Lumpur
- The assignments consist of:
 - ✓ Corporate Banking
 - ✓ Commercial Credit
 - ✓ Consumer Credit
 - ✓ Credit Administration
 - ✓ Credit Card
 - ✓ Treasury
 - ✓ Information Technology
 - ✓ Trade Finance
 - ✓ Centralized Operation
 - ✓ Syariah
 - ✓ Branches



IA Team Building

We build colorful and dynamic team in one spirit

INDONESIA & A SEPTEMBER
CONFERENCE





Thank YOU

478826929



References

The Institute of Internal Auditors (IIA)

- **Practice Guide, Talent Management, The Institute of Internal Auditors**
- **The IIA Global Internal Audit Competency Framework**
- **Core Competencies for Today's Internal Auditor, The Institute of Internal Auditors Research Foundation**
- **Enhancing the Competency Framework – IIA Global Council, *Paul Sobel, CIA, CRMA, Senior Vice Chairman, Competency Framework Taskforce***

