



Stronger Together!

IIA Canada and the Canadian Chapters have worked together in 2018 to develop a vision and strategy for the future of IIA Canada that will significantly benefit our members.

The internal audit profession faces more challenges and disruption than ever before. In fact, if the internal audit profession does not embrace change it may eventually be seen as redundant.

In response to this, IIA asks all internal audit leaders, especially Chief Audit Executives (CAEs), to engage with the IIA to provide the thought leadership we need to unlock our true potential. Only together can we strengthen our profession and influence current Canadian leaders to recognize the true value of this profession. Our research shows that approximately only 1 in every 10 CAEs in Canada are members of IIA. IIA Canada endeavors to enroll and engage the CAEs in this country to join IIA Canada, and encourages those CAEs to give back to future leaders. Together we can increase recognition of and respect for not only IIA and IIA Canada, but also the internal audit profession.

Over the last year, IIA Canada has invested in new roles to improve services such as professional development and communication, and partnering on conferences like CCITAGS (Canadian Conference on IT Audit, Governance and Security). Significant effort has been made to establish long-term relationships with organizations invested in enhancing the capabilities of internal audit.

In 2018, the IIA Canada is focusing more financial resources on optimizing value for IIA Canada members; re-aligned the nominations process to be consistent with Canadian Chapters, North American, and global nominations timelines; improved our financial sustainability model (through programs, partnerships and events).

This October we anticipate the IIA Canada National Conference in Montreal to be one of the largest attended in the history of IIA Canada. And it is during this conference that the new IIA Canada national strategy "Stronger Together" will be launched, guiding us into continuous improvement over the coming years.

I look forward to seeing you and your audit teams in Montreal!

Kind regards,

A handwritten signature in black ink, appearing to read 'Richard Arthurs', is written over a light blue horizontal line.

Richard Arthurs
Sr. Vice Chair
IIA Canada Board of Directors

STRONGER TOGETHER



The Institute of Internal Auditors
L'Institut des auditeurs internes
Canada

2019-2020 IIA CANADA STRATEGIC PLAN



In September 2017, the Institute of Internal Auditors Canada (IIA Canada) Board of Directors, Chapter Presidents, and Chairs and staff initiated the process to develop the next Strategic Plan. This culminated in a two-day strategic planning session in February 2018 to map our key priorities and lay the foundation for the future.

BOARD MEMBERS

Jeff Erdman, Chair Vancouver
Richard Arthurs, Vice Chair, Calgary
Beili Wong, NAB Representative, Toronto
Robert Kuling, Past NAB Chair, Calgary
Jayson Kwasnik, Member at Large, Montreal
Guy Desrochers, Member at Large, Montreal
Archie Thomas, Member at Large, Toronto
Daniel Lebel, Member at Large, Montreal
Dena Palamedes, Member at Large, Ottawa
Katharine Palmer, Member at Large, Calgary
David Helberg, Distric Advisor, Saskatoon
Fern Cyr, Member at Large, Calgary
Douglas Johnson, Member at Large, Toronto

CHAPTER PRESIDENTS AND CHAIRS

Jennifer Dove, Newfoundland and Labrador Chapter
Frank Mader, Maritime Chapter
Melanie Perron, Quebec City Chapter
Olivier Beauregard, Montreal Chapter
Jocelyn Lajoie, Montreal Chapter
Claudine Hébert, Ottawa Chapter
Jeff McIlravey, Toronto Chapter
Janet Hnytko, Winnipeg Chapter
Tracy Hepworth, Saskatchewan Chapter
Crystal Penny, Calgary Chapter
Alex Muchortow, Edmonton Chapter
Sohaib Muneer, Vancouver Chapter
Lisa deWit, Vancouver Island Chapter

IIA HQ (NORTH AMERICA)

William Michalisin, EVP and COO, Orlando

IIA CANADA STAFF

JP Cody-Cox, Executive Director
Colleen Macdonell, Director Learning Delivery and Development
Shannon Rose, Manager Canadian Operations

FACILITATORS

Trefor Munn-Venn Facilitator, Rhapsody Strategies Inc.
Lewis Kavanagh, Writer, Rhapsody Strategies Inc.

Introducing Strategic Plan 2019-2020

Members and Partners,

On behalf of the IIA Canada Board of Directors, the National Advisory Council and the Strategic Plan Working Group it is our pleasure to share the attached Strategic Plan. It reflects our work over the last year to set a clear pathway for the organization. Our theme for this exercise and focus of the strategy is “Stronger Together.” It was born from the realization of the group that our growth and evolution as a profession will not happen by chance, but as a result of a shared effort. Each element of the strategy has taken that theme into account, and we know that only by working together will we successfully accomplish our goals. We want to express our thanks to the Board, National Advisory Council—comprised of Chapter Presidents and Chairs—and the Working Group for all their effort, insight, and leadership in the creation of this strategy. Together we will continue to build on our collective strengths to increase the recognition of our profession as a strategic advisor to organizations in risk, control and governance.

If you have any feedback or questions about our plan, please direct these to IIA Canada’s Executive Director, John-Paul Cody-Cox. Thanks for your ongoing support of IIA Canada. We’re looking forward to another great year with you.

Sincerely,

Jeff Erdman
Chair, CDN Board

Richard Arthurs
Vice-Chair, CDN Board

John-Paul Cody-Cox
Executive Director





Strategic Plan 2019-2020

Core Purpose	To lead the Canadian Internal Audit profession and advance its value.		
Vision	Internal Audit professionals will be universally recognized as indispensable to effective governance, risk management and control.		
Goals	<p>Together we will:</p> <ul style="list-style-type: none"> • Strengthen the profile and demand for the Internal Audit profession in Canada. • Support members by providing the resources they need to excel. • Expand the leadership presence, capability, and capacity of the Internal Audit profession in Canada. 		
PILLARS	ADVOCACY	PROFESSIONALISM	SUSTAINABLE GROWTH
Two-Year Outcomes	<p>Together we will develop and implement a Canadian National Advocacy Action Plan.</p> <p>Together we will become the go-to subject matter expert on governance, risk and control for industry and governments.</p>	<p>Together we will develop a Thought Leadership Communications & Awareness Campaign to actively share emerging thinking on the changes and disruptions facing our industry to help IA professionals prepare themselves.</p> <p>Together we will champion the ongoing professional development of IA professionals and ensure they know the full range of resources available to support them.</p>	<p>Together we will develop and implement a Membership Growth Strategy.</p> <p>Together we will grow the capacity and relevance of our profession through strategic partnerships with key stakeholders.</p>
How Do We Know We Achieved our Outcomes?	<ul style="list-style-type: none"> • Approval of the messages and the Advocacy Action Plan by the Board and NAC by end of 2018. • Delivery against the approved Advocacy Action Plan. • 20% increase in the number of requests over the average of the last three years for media statements, public speaking, research, and support to other organizations. 	<ul style="list-style-type: none"> • Approval of a Thought Leadership Communications & Awareness Campaign by the Board by end of 2018. • Delivery against the approved Thought Leadership Communications & Awareness Campaign. • 25% increase over the average of the last three years in the number of members initiating the CIA designation process. • Creation and distribution of a Professional Development Road Map to all Chapters and members. 	<ul style="list-style-type: none"> • Approval of the Membership Growth Strategy by the Board and NAC by end of 2018. • Delivery against the approved Membership Growth Strategy to achieve an annual 5% net increase in membership over 2018 year-end levels, with a specific emphasis on attracting CAEs. • Double our current total annual sponsorship revenue by the end of 2020.