Enbridge’s IA DA Journey

IIA Calgary Chapter

14 September 2023
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**Geoffrey Smith**  
Enbridge  
Manager, Internal Audit Analytics

**Linzi Jiang**  
Enbridge  
Specialist, Internal Audit Analytics
Enbridge IA DA Journey – Where we were

• Prior to five years ago:
  – Limited traction with analytics – mostly reverted to use of analytics (mostly Excel-based)
  – Reliance on co-source for moderate complexity analytics
  – Limited understanding of how leveraging data could enhance IA

• IA prioritized importance of keeping up with innovation.
  – Invest in dedicated data analytics roles
  – Begin shift of departmental mindset – opt-in methodology
Enbridge IA DA Journey – Developing & Investing

- Efforts to invest and develop Enbridge’s IA function:
  - Upskilling the full IA team
  - Establishing a Data Analytics Champion group
  - Recent successful pilot of a DA rotation – continuing into 2024

- Positive feedback loop – IA teams see value from leveraging data – leading to more engagement
Enbridge IA DA Journey – Where we are

• Resourcing:
  – Team of four dedicated DA team members
  – One DA rotation spot
  – A team of 7 DA Champions

• Typical types of value-adding analytics:
  – **Exploratory** – Supports engagement scoping, understanding the audit area
  – **Fieldwork / Sampling** – Focusing on samples with highest risk
  – **Fieldwork / Detail** – Enhanced coverage by performing tests over 100% of populations
Enbridge IA DA Journey – Where we are (continued)

• Value delivered to auditees – novel insights, particularly in areas with limited reporting/data capabilities.

• Auditors looking to grow in their career often look to round out their skillsets with experience using DA. One of Enbridge IA’s focus areas is around development and retention – making our group an attractive place to grow careers.

• As Internal Audit’s innovation mindset is recognized more widely – called on to participate and contribute to broader innovation activities.
No discussion of a journey would be honest without talking about learning and challenges. We faced a number along the way, and honestly many of these below continue to be a work in progress:

- Data Access
- Data Quality
- Audit Team buy-in / understanding / support
- Audit Leadership support for innovation
- Talent
Enbridge IA DA Success Highlights
Risk Analytics Power BI Dashboards

• IAP/ Operational Compliance Audit (Environmental, Safety, Emergency)

• Workday Learning Analytics

• Employee Expense Analytics

• SCM/ AP Analytics
Enbridge IA DA Success Highlights (Continued)
Enbridge IA DA Success Highlights (Continued)

IA DA Training

- Requires constant training and investment to increase DA awareness & usage within IA

- The DA team has developed and executed DA training strategy for different audiences
  - Broader IA team
  - DA Champion team
  - DA rotation

- Over the last 4 years, the DA team has hosted near 20 training and presentations
Enbridge IA DA Success Highlights (Continued)

Data Management
- The DA team has completed two advisory projects recommending management on enterprise data management practices
- Continue to have conversations with management to influence on enterprise data management
- Start to raise audit finding/ OFIs related to data quality/ data management

Enhance Automation within Finance
- Power BI community of practice
- Clarify path to automation
Enbridge IA DA - What’s Next?

- AI Governance
- ChatGPT/ LLM pilot
- Sentiment analysis
- Consider mandating data-driven risk assessment
- Data visualization supporting reporting and full-cycle DA embedded into IA engagements
Some considerations when hiring for IA DA

- Strong audit/ internal audit knowledge & business acumen
- Knowledge of DA and able to apply DA under IA context
- Problem solver, innovative, proactive & multi-tasking
- Curiosity mindset & lifelong learner
- Strong communicator & interpersonal skills
Personal Journey

Geoffrey Smith – Manager, Internal Audit Data Analytics

- 2001: CISA
- 2005: EY Winnipeg (Risk Advisory)
- 2009: Air Canada - IT Internal Audit Manager
- 2012: Encana - IT Internal Audit Manager
- 2017: MBA
- 2019: Enbridge - Tech Manager, Internal Audit Analytics
- 2023: CIA

Linzi Jiang – Specialist, Internal Audit Data Analytics

- 2011: BBA, ACCT
- 2013: CISA
- 2017: CPA
- 2019: MDSA
- 2023: Microsoft Azure Data Engineer Associate

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Q&A