Greetings! You have probably noticed some changes in the format of our communications and seminar registration process. This is because we have officially implemented the IIA Event Management Tool (EMT) for our chapter. While this new tool will help our chapter manage events/seminars through the enrollment process to the issuance of the CPE certificates, we know and understand there could be some “hiccups” in the implementation of this new system. Please let us know if you notice a part of the registration or communication process that doesn’t appear to be working well. We appreciate your patience as we continue to transition our event management to this system.

Thanks to our chapter officers who work so diligently finding valuable CPE for us! We continue to have extremely interesting, engaging and affordable seminars for our Central MO membership. Chad Carden’s presentation on October 18th was unforgettable! Also, don’t forget the members-only webinars that are available online at: https://na.theiia.org/training/eLearning/Pages/Webinars.aspx

The Central MO IIA Board is already in succession-planning mode for the next chapter year (June 1, 2018-May 31, 2019). If you have any interest in becoming more engaged in your Chapter, please contact any of the Central MO IIA Chapter board members.

If you have any questions or concerns please contact me at clarkandstacy@hotmail.com.

Stacy Wright
President
**Cap Summary**

The following is the status of the Chapter Achievement Program (CAP) points for our chapter as of October 31, 2017:

<table>
<thead>
<tr>
<th>Category</th>
<th>Minimum for Bronze</th>
<th>Chapter Points (to Date)</th>
<th>Balance to Minimum</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Service to Members</td>
<td>325.00</td>
<td>731.61</td>
<td>Achieved!</td>
</tr>
<tr>
<td>II. Service to Profession</td>
<td>200.00</td>
<td>121.91</td>
<td>78.09</td>
</tr>
<tr>
<td>III. Chapter Administration</td>
<td>160.00</td>
<td>98.00</td>
<td>62.00</td>
</tr>
</tbody>
</table>

685.00 951.51

**Our target for CAP is to reach the Gold (Platinum) status, which is 1,560 points. To reach the Bronze level (minimum target) we need 685 points, and to reach the Silver level status we need 1,060 points.**

**Programs Summary**

<table>
<thead>
<tr>
<th>Month/Year</th>
<th>Topic</th>
<th>CPE Credit</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 2017</td>
<td>MAP Luncheon CHARGE (Create Habits Around Real Goals Everyday)</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>July 2017</td>
<td>AGA/IIA Joint Event – Fraud 101 &amp; Third Party Contracting Fraud</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>August 2017</td>
<td>Current Cyber Threats</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>September 2017</td>
<td>Who Do You Trust? The Psychology of Professional Skepticism &amp; Brain Games for Auditors</td>
<td>4/4</td>
<td></td>
</tr>
<tr>
<td>October 2017</td>
<td>Redesign Your Daily Approach by Starting Over</td>
<td>1</td>
<td></td>
</tr>
</tbody>
</table>

**Upcoming Programs**

<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>CPE Credit</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>November 14, 2017</td>
<td>Economic Update – Where Are We Now and What is on the Horizon?</td>
<td>4</td>
<td>GOB 450</td>
</tr>
<tr>
<td>February 15, 2018</td>
<td>Ethics &amp; Forensic Document &amp; Handwriting Examination</td>
<td>2/1</td>
<td>TBA</td>
</tr>
<tr>
<td>March 15, 2018</td>
<td>Third Party Contract Risks &amp; Reviews &amp; Establishing A Fraud Management Program</td>
<td>1/1</td>
<td>TBA</td>
</tr>
<tr>
<td>April 18, 2018</td>
<td>Lessons From An $8.5 Million Fraud</td>
<td>4</td>
<td>TBA</td>
</tr>
</tbody>
</table>
Membership Update

Central MO IIA Membership Statistics

<table>
<thead>
<tr>
<th>Category</th>
<th>11/01/2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Active Members</td>
<td>241</td>
</tr>
<tr>
<td>Membership Lapsed</td>
<td>2</td>
</tr>
<tr>
<td>Transferred Membership to different chapter</td>
<td>1</td>
</tr>
<tr>
<td>Transferred Membership from different chapter</td>
<td>0</td>
</tr>
<tr>
<td>Government Membership</td>
<td>191</td>
</tr>
<tr>
<td>New Members Added in Month</td>
<td>0</td>
</tr>
</tbody>
</table>

Check out our new group page on Facebook... Our local chapter can be found be searching for Central Missouri IIA. Join our group!

2017-2018 Board Members

President
Stacy Wright
elementarybaby@hotmail.com

Vice President - Programs
Jocelyn Harrison
JossieHarrison@gmail.com

Vice President - Membership
Terra Luebbering
MIB Banc Services, LLC
tluebbering@mibanc.com

Treasurer
Julie Zerr
Central Bank
Julie_zerr@centralbank.net

Secretary
Holly House
Midwest Independent Bank
HHouse@mibanc.com

Board Members
Jon Halwes
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jehal@email.com

Kim Bolin
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Kim.Bolin@psc.mo.gov

Kristine Schrimpf
University of Missouri
schrimpfkr@umsystem.edu

Webmaster
Lori Melton
State Auditor’s Office
Lori.Melton@auditor.mo.gov

Upcoming IIA Webinars

21-November-2017
Members-only Webinar: Technology: Auditing Data

20-December-2017
Members-only Webinar: 2017 Year-end Legislative Review

16-January-2018
Members-only Webinar: Top Resolutions for Internal Auditors in 2018 to Prepare for the Future
Presented by: Theresa Frommel, Network Security Analyst from Office of Cyber Security

August 16, 2017

Article By: Becky Webb

Theresa presented an overview of various threats to be aware of. She described what her office does to try to protect state computer systems. The 7 people in the Office of Cyber Security rotate duties from incident response, end user awareness, network forensics, and end point forensics. They all stay fresh on all duties that way.

Examples of threats we all face include:

- Ransomware where data gets encrypted and the victim has to pay a ransom to get their data back. Many times they ransom the back up data as well if there are links to it.
- Phishing where there are many scam sent such as emails, USB drive hoping to get one to use it. Phishers make calls to try to obtain data. Don’t give answers to secure data from an unsolicited caller or emailer. Call main lines to confirm, check links for misspellings, and consider content.
- Compromised Websites – companies that assist in website set up and then do not maintain on security updates leave those websites susceptible to being comprised. Also consider how many sites are connected on the same server. If one gets comprised, many could be affected.
- Insider Threat, Social Engineering, Tech Support Scam, Ad Servers, Public Wi-Fi, and many more.

A few things we can do to protect our computers and data include: use good passwords, use secure networks, think of security often both physical and online, be skeptical to avoid social engineering, don’t save password in browsers, use antivirus software, keep software up to date, use firewalls, don’t expect freebies (if it sounds too good to be true...), don’t log into financial accounts on public wi-fi, be careful of the wi-fi you choose (they are easily spoofed), read terms and conditions (yikes), and educate yourself and coworkers.
Our chapter hosted training on the topics of The Psychology of Professional Skepticism and Brain Games for Auditors, each session eligible for four hours continuing education respectively. The training was located at Missouri Association of School Administrators, in Jefferson City.

Toby Groves, Groves Research & Consulting, is a doctoral researcher and candidate, consultant, trainer, and speaker on organizational psychology and corporate crime. For the morning session, Mr. Groves provided compelling insight into what may influence auditors from reaching logical conclusions, even when evidence seems scientific and authenticate. The speaker presented an example of a prominent art museum that purchased an ancient statue that passed a rigorous checklist. Upon later inspection, using basic knowledge of art techniques of the period and subsequent periods, however, the genuineness of the artwork came into question and remains in question.

Mr. Groves cautioned auditors about using default judgement when faced with complex and difficult information. He engaged the attendees with interactive experiments that tested perceptions and assumptions. The speaker recounted his personal life experience of his path to committing large scale fraud, along with examples of missed opportunities for auditors to detect it. Mr. Groves provided examples of catastrophic events others experienced due to faulty human error when technology should have but did not prevent the incident. Many accounting scandals have occurred in the last decade despite advances in audit data mining and technological advances. In contrast, however, under reliance of technology may be harmful also. The speaker provided an interesting case in which algorithms was tested and determined that it would reduce critical time by replacing judgement. This, ironically, allowed more time for human interaction with patients and, as a result, better outcomes.
September Program: Brain Games for Auditors

Presented by: Toby Groves, Groves Research & Consulting
September 13, 2017

Article By: Kelly Petree-Hees

While analyzing data we should determine if we have too much. Too much information may cause us to be unable to see the real problem. Also, when analyzing information don’t set your dial and leave it there. Constantly adjust your dial to see less or more. It is good to constantly change your interpretation of data.

When you think you have the answer, do all you can to prove yourself wrong.
October Program: Redesign Your Daily Approach by Starting Over: Start with a Blank Sheet and Redesign Yourself For Positive Impact

Presented By: Chad Carden, The Carden Group
October 18, 2017
3 Ways to Generate ‘Silver Linings’ From Regulatory Compliance Work

When finance leaders and their teams are in the thick of routine and complex regulatory compliance work, they can easily lose sight of the benefits their efforts can yield — beyond keeping the business compliant, of course. The most obvious silver lining is good governance — which, in turn, is good for the business.

But what about the accounting and finance function itself? Can it derive value from regulatory compliance work? Certainly. In fact, several financial executives interviewed for the latest Benchmarking the Accounting and Finance Function survey report from Robert Half and Financial Executives International (FEI) were quick to highlight how compliance initiatives have had a positive impact on their organizations.

For example, a senior director of finance and administration for a public manufacturing and distribution company said that having a strong internal control framework in place has helped his staff to increase efficiency. And a controller at an automotive dealership group said that well-established compliance processes help her finance team to “play offense instead of defense” because they can audit and review “red flag” issues before they become significant problems.

Meanwhile, in a separate survey from Protiviti that examined Sarbanes-Oxley Act (SOX) compliance trends, internal audit and finance leaders cited the following as the top two benefits their organization has achieved through its SOX compliance process: an improved internal control over financial reporting (ICFR) structure (70 percent) and enhanced understanding of control design and control operating effectiveness (65 percent). Fifty percent of respondents identified continuous improvement of business processes as a key benefit.

Best practices can lead to better outcomes

While compliance costs are holding steady at most U.S. businesses this year, according to the 2017 Benchmarking report, the compliance burden for many organizations is still rising. Sixty-one percent of U.S. financial leaders surveyed said they expect their firm’s compliance burden to increase over the next three years.

That outlook may change under the current U.S. administration, which has been taking steps to reduce regulatory compliance requirements for many companies. However, the nature of regulatory compliance work will still require businesses to commit significant time, budget and highly skilled resources to complete many critical tasks.
To effectively manage the costs and burden of compliance initiatives in any regulatory environment, finance leaders should consider applying strategies that are outlined in the Benchmarking report and employed by their peers. Here are ways that leading finance functions are ensuring they can realize silver linings from regulatory compliance work:

**Embracing automation**

While finance functions, in general, have not been early adopters of technologies like cloud computing, many of the executives surveyed for the Benchmarking report said their organizations are now looking to technology solutions to help reduce compliance costs.

Automated systems can be configured to produce essential reports that are ready to submit to regulatory bodies. That, in turn, reduces the workload for compliance teams. Automation also helps to streamline workflows, and reduce errors that manual processes can often introduce.

Another silver lining from automation is that it frees accounting and finance staff to focus on other priorities, like strategy, or to develop valuable new skill sets, like business analytics.

**Making compliance work a true team effort**

When there is too much incoming work for the firm’s core compliance team to handle, the risks of missing key deadlines and making costly mistakes runs high.

Training team members from other areas to help with regulatory compliance work is one way to alleviate the strain. For example, teaching employees how to produce reports in the format used by the compliance team can make things much easier for the compliance staff.

An additional silver lining: When staff have strong knowledge of the basics of a key compliance mandate that the business must adhere to, like SOX, they can help the organization to drive continuous improvement of business processes related to financial reporting.

**Engaging outside resources**

Bringing in compliance consultants is another strategy that many leading businesses use to take the pressure off their compliance teams, especially during busy reporting periods.

As an example, our company recently helped a financial services firm that was short-staffed across several of its locations and facing the possibility of not being able to execute its audit plan. It needed auditors with compliance and risk expertise, and we quickly assembled a team of consultants at the manager and senior levels with that knowledge. The silver lining for this firm? With the extra support, it kept its audit plan on track.
Without question, regulatory compliance work can be a tremendous burden for accounting and finance staff. However, by harnessing technology and streamlining processes, providing training, and securing expert resources when needed, finance leaders can help their teams to manage this work more effectively, and deliver even more value to the function — as well as the business.

*Protiviti is a Robert Half subsidiary.

This article is provided courtesy of Robert Half Management Resources, the premier provider of senior-level accounting, finance and business systems professionals to supplement companies’ project and interim staffing needs. The company has more than 140 locations worldwide and offers online job search services at www.roberthalfmr.com. Follow our blog at blog.roberthalfmr.com.
5 Strategies for Creating a Winning Staffing Management Game Plan

“The responsibility for the success of the team starts with the coach, who develops the plan that is then executed by the players — who are extremely well-prepared.”

In a 1993 interview with the Harvard Business Review (HBR), former San Francisco 49ers head coach Bill Walsh was asked how he achieved “quickness and responsiveness” in his teams. The quote above was just part of his response. But it is a significant statement. As the HBR article notes, Walsh’s focus on developing “long-range strategic and personnel plans” for the 49ers from the moment he joined the organization in 1979 helped him create a powerhouse team that won three Super Bowl titles during his tenure.

Building an all-star finance and accounting team for your business also requires a solid game plan. With a well-thought-out staffing management strategy, you can complement the abilities of your current MVPs, and give them the support they need to deliver their best performance. You can also identify and address skills gaps that could undermine your finance function’s ability to meet critical deadlines, keep clients satisfied and generate new business.

When developing his personnel strategy, Walsh, according to HBR, “focused on what other coaches had considered the minutiae of the game: minute-by-minute choreographing of practices, breaking down individual and group tactics into parts, and defining responsibilities and setting objectives for both players and coaches.” You may not need to get this detailed when creating a game plan for your accounting and finance organization (although it can’t hurt!). But do consider applying the following five strategies as part of your process:

**Strategy #1. Conduct a talent audit**

Step back and assess your current team members to determine their strengths. Don’t just consider technical skills. Think about your employees’ interpersonal abilities and leadership potential, too. Public speaking skills, business acumen and effectiveness in collaborating with people inside and outside of your department are all qualities that deepen your finance function’s bench strength. A thorough assessment of each player’s talents can also help to inform your succession planning efforts for your organization.

**Strategy #2. Identify critical gaps in your roster**

Once you fully gauge your existing staff’s abilities, think about what roles and skills you’d need to recruit to create a high-performing and well-balanced “dream team” for your finance function. To fill critical gaps, would you need to hire more full-time staff? Could you train and develop promising employees? Or would it be better to engage specialists and experienced consultants?
Depending on the needs of your business, you may find you need to employ all the above staffing strategies. (See Strategy #4.)

**Strategy #3. Determine how long you will need certain skills**

Your staffing management strategy should be designed to be flexible. It must stretch and contract with ease and speed as workload demands fluctuate. That’s why it’s important to differentiate between project-based and ongoing needs when creating your game plan. For example, if your firm pursues a merger or acquisition, or an IPO, you might need to hire specialized consultants to help guide the business successfully through these big change events. On the other hand, entering a new market or taking on a major new account might require you to expand your roster of full-time accounting and finance employees.

**Strategy #4. Know how to compete for top talent**

When you extend job offers to in-demand candidates, start with salaries that are at or above market rates — and be prepared to negotiate if needed. (You can use our Salary Calculator to quickly determine compensation ranges in your market for accounting and finance roles you’re trying to fill.) Your game plan for recruiting top players should also include publicizing the compelling perks your company offers, such as a work-life balance program.

**Strategy #5. Keep top performers from jumping ship**

Savvy managers know they need to put as much effort into retaining top players as they do to recruit them. So, your staffing management strategy should include tactics for keeping MVPs motivated to stay with your organization for the long term. Clearly mapping milestones for career achievement and offering professional development opportunities are just some ways to keep your employees engaged and satisfied on the job.

Creating a winning staffing management game plan for your accounting and finance team requires a lot of careful thought. Even then, there’s no guarantee that every staffing decision you make will be the right one. You’ll also need to adjust your strategy over time, as your organization changes and faces new challenges. But having a plan is better than no plan at all.

As Coach Walsh told HBR in 1993, “You need to have a plan even for the worst scenario. It doesn’t mean that it will always work; it doesn’t mean that you will always be successful. But you will always be prepared and at your best.”

*This article is provided courtesy of Robert Half Management Resources, the premier provider of senior-level accounting, finance and business systems professionals to supplement companies’ project and interim staffing needs. The company has more than 140 locations worldwide and offers online job search services at [www.roberthalfmr.com](http://www.roberthalfmr.com). Follow our blog at [www.roberthalf.com/blog](http://www.roberthalf.com/blog).*
The Missouri Department of Social Services (DSS) is seeking a MO HealthNet Finance Director as part of the senior leadership team. This position offers the unique opportunity to be an integral part of developing and sustaining innovative financial systems to support the state’s Medicaid program for low-income Missourians.

This position is responsible for MO HealthNet Budget forecasting, development and expenditure control and financial reporting; institutional reimbursement; rate setting; financial services and payment models.

The successful candidate will be a hands-on leader capable of building and leading a team of dedicated financial staff. This position, located in Jefferson City, Missouri, reports to the department’s Chief Financial Officer and takes daily direction from the MO HealthNet Division Director. For additional information about our department, visit [http://dss.mo.gov/](http://dss.mo.gov/)

**Qualifications:** Masters or Bachelor’s degree in Finance, Accounting, Economics, or Business, Public or Health Administration, or similar disciplines; and six or more years of professional experience in accounting, auditing, budgeting, or fiscal management, with at least three years of significant financial analysis and supervisory experience.

Candidates should have knowledge of federal and state public health care programs, health care purchasing, Medicaid, the health insurance industry and national public health care issues and trends. The successful candidate must have the ability to work as a partner and team member, assisting other divisions and departments operating Medicaid programs to successfully achieve their goals and collaborating with stakeholders on common goals; excellent communication skills and the ability to effectively engage stakeholders on important financial issues; ability to manage ambiguity and risk; and, ability to effectively delegate while maintaining accountability.

**Benefits:** In addition to a competitive salary range of $85,000-100,000 commensurate with experience, we offer an excellent benefits package including coverage under the Missouri State Employees Retirement System, Missouri Consolidated Health Care Plan, deferred compensation plan, sick leave, annual leave and insurance benefits.

**To Apply:** The deadline to apply is November 15, 2017. Submit a [DSS application](http://dss.mo.gov/), cover letter, resume and transcripts to Dawn.M.Plybon@dss.mo.gov or by mail to:

Missouri Department of Social Services  
Human Resource Center  
PO Box 1527, Jefferson City, MO 65102-1527

All applications will remain confidential.

DSS IS AN EQUAL OPPORTUNITY EMPLOYER