President Message

We had a great turnout for the August seminar. No cost for chapter members always helps. We are getting close to finalizing the training programs planned for the fiscal year. All programs through December are discussed elsewhere in this newsletter. All programs planned for the period January to May should be reported in the next newsletter. We have accomplished two requests from the chapter survey. Members wanted the annual ethics training earlier in the year. Planning training is a year around process. If you see good speakers at other training sessions please send the speaker’s information to one of the chapter’s officers.

At the August Board meeting, the approved budget includes plans to offer at least seven CPE hours at no cost to members this fiscal year. That includes the four hours of free CPE offered since June 1. Please take advantage of these opportunities, especially if your agency has a limited training budget.

Membership renewal for the Missouri State Government group will be December 1, 2015. About 80 percent of our chapter is in the group. The group also includes state government employees that are in the Ozarks, St. Louis and Kansas City chapters. Our chapter bills group members and submits a consolidated payment to the IIA at the end of November for the renewal. Billings will be going out in late September and early October. Please ensure payment is handled timely.

We have several members newly involved or getting back involved in chapter planning and management. Terra Luebbering is new to board this fiscal year. Michelle Harlow and Jocelyn Harrison are working with Sarah Duran planning our training programs. As mentioned in the last newsletter, Holly House will be compiling and submitting our CAP report monthly and she will be taking the Secretary officer position on June 1. Julie Zerr will be assisting Christie Martin with the Treasurer's position and taking the position on June 1. Kim Bolin will be doing the MAP points tracking and also joining the Board for the next fiscal year. Thanks to everyone for your involvement.

The fiscal year has just begun, but why does it seem it should almost be over. If you have any questions or concerns please contact me at centralmoiia@yahoo.com.

Jon Halwes
President
CAP Summary

The following is the status of the Chapter Achievement Program (CAP) points for our chapter as of August 2015:

<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</td>
<td>183.37</td>
<td>141.63</td>
</tr>
<tr>
<td>II. Service to Profession</td>
<td>200</td>
<td>71.90</td>
<td>128.10</td>
</tr>
<tr>
<td>III. Chapter Administration</td>
<td>160</td>
<td>70.00</td>
<td>90.00</td>
</tr>
<tr>
<td></td>
<td>685</td>
<td>325.27</td>
<td></td>
</tr>
</tbody>
</table>

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

**FY 2016 CPE Recap**
(June 1, 2015 to May 31, 2016)

<table>
<thead>
<tr>
<th>Month</th>
<th>No. of CPE Hours</th>
<th>Member Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 2015</td>
<td>1</td>
<td>FREE</td>
</tr>
<tr>
<td>August 2015</td>
<td>3</td>
<td>FREE</td>
</tr>
</tbody>
</table>

Mark your Calendars and Save the Date!

- September 30, 2015
  - 8 hours CPE
  - Top 5 Mistakes Audit Departments Make | Risk and Controls – The Basics
- October 13, 2015
  - 2 hours CPE
  - Ethics
- November 10, 2015 (more information will be coming soon)
  - 2 hours CPE
  - Excel Tips and Tricks (1 hour)
  - ACL/Auditing in an Electronic Age
- December 9, 2015 (more information will be coming soon)
  - 1 hour CPE
  - 1099 Training
Membership Update

New Members:
- Ryan Rapp, CAE, University of Missouri
- Michelle Piranio – Director of Health Care Internal Audit, University of Missouri
- Debra Till – Lead Auditor for Health Care Internal Audit, University of Missouri
- Michelle Wisdom – Director of IT Internal Audit, University of Missouri

Central MO IIA Membership Statistics

<table>
<thead>
<tr>
<th></th>
<th>9/2/2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Active Members</td>
<td>237</td>
</tr>
<tr>
<td>Membership Lapsed</td>
<td>0</td>
</tr>
<tr>
<td>Transferred Membership to different chapter</td>
<td>0</td>
</tr>
<tr>
<td>Transferred Membership from different chapter</td>
<td>0</td>
</tr>
<tr>
<td>Government Membership (84%)</td>
<td>200</td>
</tr>
<tr>
<td>New Members Added in Month</td>
<td>4</td>
</tr>
</tbody>
</table>

An IIA membership is a way for you to stay connected, boost your knowledge, and gain more confidence as an internal auditor. For more information about the benefits of being an IIA member, go to https://na.theiia.org/membership/Pages/Benefits-of-Membership.aspx

2015-2016 Board Members

**President**
Jon Halwes  
State Auditor's Office  
jehal@email.com

**Vice President - Programs**
Sarah Duran  
Hawthorn Bank  
sduan@hawthombank.com

**Vice President - Membership**
Stacy Wright  
University of Missouri  
wrights@umsystem.edu

**Treasurer**
Christie Martin  
Department of Transportation  
christie.martin@modot.mo.gov

**Secretary**
Nicki Russell, CIA  
MOSERS  
nickir@mosers.org

**Board Members**
Greg Beck, CIA  
MOSERS  
gregb@mosers.org

**Webmaster**
Lori Melton  
State Auditor's Office  
Lori.Melton@auditor.mo.gov
Disaster Recovery and Business Continuity Planning
August 12, 2015
By Wendy Sullivan, CIA, CRCM
Compliance Specialist, Central Bancompany

Anthony Munns with Brown Smith Wallace, LLC spoke to the group on the standards surrounding disaster recovery and business continuity planning. A brief overview of the evolution of business continuity planning and the changes it has undergone in previous decades was presented. Mr. Munns went on to identify the characteristics contained within a strong business continuity plan and the factors every organization should consider in our current environment. Lastly, the implementation of an effective risk based audit/assurance program was discussed. Business continuity and disaster recovery continue to be at the forefront of an effective enterprise-wide risk management system. This discussion was informative and very relevant to the industry of internal audit.

Membership Survey

Our membership survey occurred in June 2015. We had 72 members respond to the survey. The best response rate ever for the chapter survey. We want to thank you for taking the time to respond to our survey. As a thank you, we provide one respondee with a gift card. The winner of the $25 gift card was Janis Fischer.

The survey provides us with information about what motivates you to attend the meetings as well as what you want from the chapter. We want you to know that we took your feedback seriously. We discussed the survey results at the August board meeting and decided to make a few changes. Below is a summary of some of the feedback we received.

- Traditionally our annual ethics seminars occur in the fall. This year, we will continue to offer the ethics seminar in the fall (currently scheduled for October 13, 2015). Going forward, we will offer the annual ethics seminar earlier in the calendar year.

- Most members prefer the meetings to be at the Hawthorn Bank Community Room.

- Some members indicated they would like to become more involved with the chapter. We have contacted many of those individuals and we found a way either for them to become more involved this year or as an officer next year.

- A member expressed an interest in 1099 training. We set up training on this topic for December 2015.

- The number one reason for attending our seminars is to obtain quality CPE and the second reason is to expand professional knowledge.

Thank you to everyone that responded to the survey and to Greg Beck for coordinating the annual membership survey.
Improving Employee Retention
Robert Half Management Resources

A Counteroffer Might Not Make Fiscal Sense
Here’s a Better Approach to Improving Employee Retention

The prospect of losing a valuable employee can be unsettling, especially during accounting-season crunch time when finding a replacement only adds to your already daunting workload. But will making a counteroffer ameliorate the situation?

Most often the answer is no.

In fact, 78 percent of chief financial officers polled in a recent Robert Half survey said they don’t utilize counteroffers as a tool for employee retention. These executives report that money often doesn’t resolve the issues underlying a worker’s reason for resigning, and a counteroffer can often backfire and create resentment or drive up salaries through the department.

It’s helpful to understand what prompts employees to leave their job in the first place.

CFOs and workers in another Robert Half survey cited the following reasons employees quit:

- Inadequate salary and benefits
- Limited opportunities for advancement
- Unhappiness with management
- Overworked
- Lack of recognition
- Bored with their job

Here are two takeaways for developing a smarter employee retention plan:

1. Addressing salary issues

If salary is a primary motive for a worker to take a new job, why not make a counteroffer?

- For one, counteroffers can create resentment among other staff members. If you decide you need to appease them, you may upset your company’s salary structure. In the first Robert Half survey mentioned above, of the 21 percent of managers who said they do make counteroffers, more than a third of that group said doing so forced their hand to also give raises to other employees in their departments.
• Perhaps most important, recognize that leaving a job often involves multiple issues, and money is only one of them. Your counteroffer may not bring greater stability to the situation and you may only be delaying an inevitable departure.

2. Ways to improve employee retention — and head off the need for a counteroffer

Here are some strategies managers can employ to preempt the issues that can cause employee job dissatisfaction and high turnover:

• The fact that counteroffers are generally not a good idea doesn’t mean that you don’t need to continually ensure your salaries remain competitive. Among professionals polled recently in a Robert Half survey, 83 percent said a bigger salary would be a top factor prompting them to move to another company. You can head off the counteroffer issue in the first place by using a resource like the Robert Half Salary Guide for Accounting and Finance to benchmark your company’s compensation structure and make sure you’re paying your employees at or above market standards.

• Help employees develop a defined career path. Provide progress points for their growth within the company.

• Pay for career development and training to help workers feel more engaged and supported, including, for example, defraying the cost of a valued employee earning a professional certification.

• Every employee has unique strengths, motivations and goals; therefore, customize recognition (i.e. rewards and incentives) to the individual as much as possible.

• Listen, keep channels for communication open and ask for regular input. Act on reasonable recommendations to show your employees you are responsive to feedback.

• Consider flexible scheduling, among other perks such as job-sharing, telecommuting, and working part-time, which helps employees find the healthy work-life balance they want.

• Be on the lookout for signs employees may be looking to leave, such as becoming disengaged from their assignment or asking for information about previous projects. Forestall a resignation by involving the employee in a conversation about his or her job satisfaction to get feedback that might help you address any issues that might improve the situation.

Although a counteroffer might seem like a logical step to improve employee retention, you must first consider the ripple effect and instead develop a long-term management strategy for retaining your best employees. Once you’ve done your due diligence, when valued team members announce their resignation, you can feel comfortable wishing them well on their next endeavor.

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 150 locations worldwide and offers online job search services at www.roberthalfmr.com. Follow our blog at blog.roberthalfmr.com.

**Membership Appreciation Plan (MAP)**

Our chapter website, https://chapters.theiia.org/central-missouri/Pages/MAP.aspx, has information about the MAP.

• Did you know you could earn MAP points for recruiting a new member?

• Did you know you could earn MAP points for introducing a speaker at a seminar?

There are many ways to earn MAP points. If you think something should be added to our list of MAP items, then let an officer know. Kim Bolin will track the MAP points and she can be contacted at kim.bolin@psc.mo.gov.
Updating Member Information

It is important for our members to keep their profile information up to date. The reason is that the chapter receives the member profile information from the IIA headquarters. We use that information to contact our members about upcoming seminars and other pertinent internal audit news. Please follow these simple steps should you want to review or update your information.

2. Click on the “Sign In” tab at the top of the screen.
3. Enter your email address or member number, and password to login.
4. Click on the “Profile” tab on the top of the screen. Select “my profile”.
5. Click on the “My Account” tab at the left side of the screen. This screen will allow you to edit your individual information, change email preferences, or your password.

Registration is Still Open!

Topic & Time:  Top 5 Mistakes Audit Departments Make (8:15-12:00)  
Lunch will be provided by Argyle Catering (12:00-12:45)  
Risk & Control – The Basics (12:45-4:30)

Date:       Wednesday, September 30, 2015
Price:  
Members:  $65  
Non-Members:  $90  
Students:  Free

To register call Jon Halwes at 893-7703 or E-mail jehal@email.com or mail registration with payment to:  
The Institute of Internal Auditors  
Central Missouri Chapter  
P.O. Box 1604  
Jefferson City, MO 65102-1604

Seminars Offered in St. Louis

Developed and facilitated by seasoned internal audit professionals, IIA Seminars will provide you with the skills you need to drive results. Join us in St. Louis, October 6–9 and earn up to 32 CPEs while you polish your internal auditing skills. For more information and registration on the courses offered, visit:  
https://na.theiia.org/training/seminars/Pages/St-Louis-Seminar.aspx