Greetings Chicago Chapter IIA Members.

Spring is just around the corner and we are excited for all of the activities the chapter has planned for you! Some highlights include:

**March 26:** Don’t miss out on our Annual Seminar. This is the chapter’s premier event where we bring top-notch speakers and the Chicago audit community together for a full day of training and networking.

**April 16:** Mark your calendar for our annual corporate governance seminar.

**May 30:** Join us for the chapter’s annual meeting and chapter awards presentation at Gibson’s Steakhouse. Be there to congratulate your colleagues and network with the incoming officer team and board of governors.

The women’s initiative program and the CAE, manager, and industry roundtables continue to meet regularly and offer an excellent opportunity for focused training and networking. Watch out for these in the weekly email and sign up for the next event.

Don’t forget to post your industry news, updates and pictures of your colleagues from IIA Chicago Chapter events on our social media sites. This is a great way to stay in touch and share your experiences at chapter events.

Our 2011-2012 chapter year will come to a close at the end of May. It has been my pleasure serving as your President this past fiscal year and I’m pleased with all that we’ve accomplished. I look forward to next year’s team continuing to drive forward our chapter efforts and offering even more to our members.

**Katherine Witt, President**

*IIA Chicago Chapter*
Chicago Audit Manager’s Quarterly Roundtable Highlights

The IIA Chicago Chapter Audit Manager’s Quarterly Roundtable has been a staple event for collaborating and increasing the knowledge and awareness of Chicago area audit departments. This highly interactive and collaborative forum serves as a welcoming environment for attendees to learn from and benchmark with other audit departments in the area. Representative company participation includes a variety of industries and backgrounds, including but not limited to, healthcare (i.e. Accretive Health, Hospira, Northwestern Memorial Hospital and Rush University Medical Center), utilities (i.e. NiSource, Exelon and Integrys), financial services and insurance (i.e. The Options Clearing Corp, CME Group, The Warranty Group and Blue Cross), education and manufacturing.

Past roundtable initiatives and future planned events include the following:

Future events for 2012 – an interactive speaker on the topic of Leadership, offering tools and skills to determine how to change behaviors of Manager’s and Leader’s to manage people more effectively, drive change, build team’s consensus and buy-in. This speaker led session will strengthen and build on how to be an effective “Leader of people” in the soft skills area that managers do not always effectively deploy.

Q1 2012 completed roundtable – a collaborative “Show and Tell” session led by local area companies (Rush University Medical Center, NiSource, Navistar and CME Group). This interactive roundtable included disseminating and discussion of relevant audit workpapers, documentation approaches, reports and reporting styles, planned audit activities, risk assessment approaches and technology led platforms utilized by these companies.

FY2011 roundtables in summary:

- A speaker led session on business and life coaching aligning passions and strengths to create a plan and to live inspired and balanced lives.
- A Chief Audit Executive Panel including the CAE’s from United Airlines, NiSource and DePaul University on the expectations of CAE’s.
- A speaker led session on using play to become a PLAYMaker by Jeff Rogers, best-selling author on combining personal success and work strategy to make work inspiring and fun.
- A speaker led session on “How to optimize your control set” based on case studies and interactive discussion from example pre-IPO, mature and public companies.

Participation in this interactive half-day roundtable is open for no cost to IIA Chicago Chapter members. CPE is awarded for attendance and participation. If you have an interest in attending and participating in the upcoming roundtables, contact the IIA Registrar or the Roundtable Chairperson, Michael Davidson, Director of Internal Audit, NiSource, Inc. at mdavidson@nisource.com. Tentative Q2 and Q3 2012 roundtables are planned for the mornings of April 30th and July 31st 2012 in downtown Chicago.

The Certified Internal Auditor (CIA) designation is the only globally accepted certification for internal auditors and remains the standard by which individuals demonstrate their competency and professionalism in the internal auditing field. Please join us in congratulating the following chapter members who recently obtained their CIA certification:

Rosemarie Ngo
Jeremy Huml
Jason Peterson
Kenneth Schmidt
Jeannette Ramirez
Joanne Eby

The Certified Financial Services Auditor (CFSA) designation is one of The IIA’s specialty certifications which measures an individual’s knowledge of, and proficiency in, audit principles and practices within the banking, insurance, and securities financial services industries. Please join us in congratulating the following chapter member who recently obtained their CFSA certification:

Brandon Stewart
IIA Chicago Chapter Women’s Forum Initiative Update

It is with great pleasure we wish you a “Happy International Women’s Day” from the IIA Chicago Chapter Women’s Forum Initiative. March 8th, is a very special day, it is an international event; a day of celebration to mark the economic, political and social achievements of women. The theme for 2012 is “Connecting Girls, Inspiring Futures”. So think of an amazing woman in your life and thank her, wish her a beautiful day and much success. If you know any girls, inspire them, mentor them to become great women. Everyone can make a difference for all…so think globally and act locally. We need to ensure that the future for girls, women and all mankind is bright, equal, safe and rewarding.

The Women’s Initiative, to date, has had an amazing year. And it continued with our first full day event on Monday, February 27, 2012 in conjunction with International Women’s Day. The day started with a discussion lead by Stacia Edwards, Deputy Chancellor for Economic Advancement for the State of Ohio on the topic of “Women in the Workforce”. We learned the importance of women in our daily lives and the need to have a balance in the workforce that includes successful working relationships with men. This was followed by the “Power of Women in the Marketplace” lead by Rebecca Roussell of Nielsen. We learned exactly how much spending power women have…and we do have quite a bit. We discussed how Nutrition plays a significant role in our lives with Carol Wagner of Dimensions in Health. We learned without the right balance in our bodies, we will not be at our peak in performance (that goes for men too). We then moved on to the importance of “Personal Branding” with Cheryle Jackson of AAR Corp. Please remember we are our own best advertisement. Maria Wynne, CEO of Girl Scouts of Chicago and NW Indiana talked about breaking the glass ceiling with some very helpful strategic tips. And we ended the day with a panel discussion “Leadership in Philanthropy” with Kathleen Ralston, United Way; Sheri Meyer, Luther North College Prep; Shelley Davis, Women’s Initiative for Self Employment; Pat Pulido Sanchez, Pulido Sanchez Communications; and Mary Barton, Heartland Alliance. The session highlighted the importance of sharing our fortunate and blessed lives with all. This sharing allows the full circle of self-fulfillment within our own lives and gives the opportunity to assist and help others.

We also had the honor of presenting our first annual awards to two amazing Women. Our “Lifetime Achievement” award to Betty McPhilimy of Northwestern University and our “Inspirational Woman of the Year” award to Peg Koenigs of the Federal Reserve Bank of Chicago. It is a blessing of knowing these women and their accomplishments that should inspire each of us to strive to be the best we can be.

I hope you are able to attend the Women’s Forum Session at the Annual Seminar. Our speaker will be Sima Dahl of Parlay Communications. She will enhance the discussion of personal branding. And after that, our next Women’s Forum Sponsored event is a Roundtable on May 7, 2012. More details will follow soon.

Cathlynn Nigh, Women’s Forum Initiative.

Member Anniversaries

Join us in congratulating the following individuals celebrating significant milestones as members of the Chicago Chapter:

40 years
Dmitar L. Rakich

35 years
James R. Lynn

30 years
Theodore Brahm

25 years
Martin Louis Bariff
Kenneth Berezewski
John Benjamin

20 years
Daniel J. Eckert
Joseph B. Green
Jerome F. John
Deborah Lee
Douglas Darling
Nancy A. Czarnecki
Phyllis King
Joseph Billetdeaux
Amy L. Coleman
Wendy Ellen Funk

15 years
Jill M. Minnick
Tamara A. Jenkins
Voncia A. McCoy
Robert B. Friedman

10 years
Kristine M. Bonchik
Michael A. Swafford
J. Kenneth Jansson
Odetta Pumphrey
Dorri C. McWhorter
Chi-Kwan Tang
Margaret M. Hardek
Polly M. Eldrithoff
Jonathan Goodin
Jennifer Blaksley
John Haynes
Michelle D. Smith
Robert J. Golding
Joselina Harisiadis
Christian A. Runowski
Derek E. Pawlik
Kimberly D. Leader
Anne M. Prager
Daniel Joseph McMahon
Colette Thomas Gordon
The International Internal Audit Standards Board (IIASB) of the Institute of Internal Auditors (IIA) recently conducted a comprehensive review of the International Standards for the Professional Practice of Internal Auditing (Standards) and is proposing changes to some of the Standards.

The changes reflect consideration of input the IIASB has received from internal auditors and stakeholders, as well as global surveys and other research focused on the Standards.

EXPOSURE PERIOD

Part of the established process includes the exposure of the proposed changes to the Standards to stakeholders of the profession to ensure that the modifications are clear, understandable, and consistent with the practice of internal auditing. The proposed revised Standards will have a 90-day exposure period from February 20, 2012, to May 20, 2012.

PURPOSE FOR THE EXPOSURE

The proposed changes include:

- Clarifying the responsibilities of internal auditors, the Chief Audit Executive (CAE) and the internal audit activity for conforming with the Standards.
- Increasing focus on the Quality Assurance and Improvement Program requirements and clarifying ways in which conformance may be achieved.
- Clarifying the CAE's role to communicate unacceptable risk.
- Explicitly requiring timely adjustments to the internal audit plan for changes.
- Increasing coverage of risks to the achievement of strategic objectives.
- Adding more examples of functional reporting to the board.
- Adding the definitions of “overall opinion” and “engagement opinion” into the glossary, as well as changing the definitions of “risk” and “board.”

HOW TO RESPOND

To facilitate your response to this exposure draft, you will complete an online survey that guides you through each of the proposed changes to the Standards and glossary. The survey — which is available in English, French, German, Italian, Korean, Montenegrin, Polish, Portuguese, Romanian, and Spanish — will allow you to vote on whether you agree with the proposed additions or revisions and to provide additional comments.

Two Day Fraud Seminar

The IIA Chicago Chapter Two Day Fraud Seminar was held on Monday, February 23 and Tuesday, February 24 at the Gleacher Center in Chicago. There were over 100 professionals from the Chicagoland area who were interested in gaining further insight into how to detect, monitor and prevent fraud.

The first day was focused on providing attendees with technical tools needed for monitoring and identifying fraud. The sessions included real life examples and case studies from industry leaders who covered topics such as business partner forensics, financial statement fraud, general risk management and data analytics. These industry leaders had diverse professional backgrounds from service firms such as BKD, Capstone Advisor Group, Deloitte FAS, KPMG and Sierra Financial Group.

The second day was focused on strengthening the attendees’ softer skills around fraud identification with sessions discussing linguistic lie detection and assessing employee behavior in the workplace. The sessions were led by the Nejolla Korris, CEO of InterVeritas Intl.

PROPOSED CHANGES TO THE STANDARDS

Source: http://www.theiia.org/recent-iaa-news/?i=17360

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The season is once again upon ALL IIA Chicago Chapter members to recognize fellow members for outstanding contributions to the Chicago Chapter as well as to your own organization! Because these prestigious awards are open to any IIA Chicago Chapter member, the Chapter is calling on ALL members to serve this important process well and submit nominations! I have the distinct pleasure and honor of serving as the chair of the awards committee and I am asking for your help to identify and submit nominations of qualified candidates for each of the awards described below.

The IIA Chicago Chapter has recognized its members with these awards for many years, so let’s continue this tradition and give the awards committee the tough job they deserve to evaluate lots of nominations! Please email your nominations directly to me at matt.briesch@mcmaster.com by April 16th. Award recipients will be announced at the upcoming annual Chapter meeting on May 30, 2012.

The award categories are as follows:

**William C. Anderson – Member of the Year**

This is our chapter’s highest award and it recognizes the one individual who has made the most outstanding contribution to the chapter over the current year. Candidates who have demonstrated truly exceptional work for our chapter will be considered.

**Special Recognition**

This award is given to the members who have either made a significant contribution over the current year or who have provided significant and consistent service over a number of years.

**Auditor of the Year**

This award is unique in that it is not related to volunteer work. This award focuses on the day-to-day performance working as an Internal Auditor. This award celebrates the value our profession brings to organizations and is awarded to an auditor who contributed recommendations to their organizations such as fraud discovery or fraud prevention control improvements, new risk assessment methodologies, revenue leakage controls, expense savings, continuous monitoring processes, compliance and regulation controls, etc. Obviously the list is almost endless! Please note that this award has not received very many candidates in the last few years and the chapter has a priority to ensure we recognize extraordinary audit efforts. Please consider this award for your outstanding audit co-workers!

**New Member of the Year**

This award is for outstanding contributions made by a new member of the IIA or a new chapter board member during the current year.

**Outstanding Committee Chairperson of the Year**

As you can imagine, there are a large number of volunteers working in our chapter in a structured format with Chairpersons overseeing each committee. This is a valuable role within our chapter and this award serves to recognize the highest performing Chairperson over the current year.

**Educator of the Year**

This award is given to an educator who has made significant research or internal audit classroom contributions to the IIA Chicago Chapter over the current year.

We are also seeking Awards Committee volunteers, so if you have an interest in participating on the committee, please let me know.

Thank you all for your help and support in this very important mission!
WHAT IS INTEGRATED AUDITING?
The term “integrated auditing” has been used extensively, with varying meanings. Many companies believe they conduct integrated audits simply by having an IT person on the audit team. That is a good start, but it does not go far enough to achieve the real benefits of integrated auditing. True integrated auditing requires a much greater level of modification to the audit plan so that business process and IT individuals or teams collaborate closely instead of working in silos; and that this collaboration results in a new, more complete view of risk, and varied audit steps based on this enhanced view of risk.

This article will examine the purpose of integrated auditing, two examples of methods to implement it and the benefits it offers, especially for audit departments that may have resource and/or skill set constraints.

TRADITIONAL VS. INTEGRATED AUDITS
An integrated audit differs significantly from the traditional approach in the degree of collaboration between business process and IT audit teams.

In the traditional approach, the business process and IT audit persons or teams typically perform their own risk assessment, then staff and perform the audit execution separately. Traditional audits also culminate in producing separate business process and IT reporting documents. In contrast, an integrated audit is distinguished by a high degree of collaboration and interactivity between the business process auditor or team and the IT audit staff. More importantly, integrated audits usually yield a single report that synthesizes the audit findings and recommendations.

Technology exists to support and enable nearly every business process. Integrated audits thus result in a more holistic perspective of risks and a better understanding of the overall system of controls supporting key business processes.

METHODS OF PERFORMING AN INTEGRATED AUDIT
Any audit department can adopt integrated auditing, even small shops that may be resource-constrained when it comes to IT knowledge. The key is to design an approach that allows you to leverage the specific IT and business process professionals to help ensure you attain the most robust risk coverage possible. Practically speaking, an integrated audit can be conducted in several ways depending on the specific factors and staffing capabilities within the internal audit department. Following are two examples to illustrate typical methods that can be used to structure integrated business process and IT audit functions.

Integrated Audit Method #1 - Integration points throughout audit execution
In this method, both teams work in tandem while sharing information at each of the three stages of audit execution — planning, fieldwork and reporting.

Planning
Audit planning offers two primary chances for collaboration between the business audit lead and the IT audit team. As the business process team defines the preliminary scope and completes the risk assessment, it becomes an appropriate action to provide their results as input to the IT team before they assess the IT scope activities. Collaborative communication between business and IT teams thus helps to coordinate both teams’ alignment with project objectives.

(continued on page 7)
Fieldwork
Business auditors and the IT audit team each complete separate fieldwork steps, but focused on the same scope area i.e. accounts payable, while finding opportunities to collaborate and integrate their actions to better manage the audit scope. Both teams seek to communicate as needed to maximize knowledge-sharing and allow for on-the-fly scope adjustments (i.e., results from one team’s testing may influence the other team’s audit risk profile and/or scope). For smaller departments, such coordination should be easy since the audits involve fewer people and usually fewer competing priorities between teams.

Reporting
This phase allows for another significant component of the integrated audit – a single audit report that synthesizes the results from both teams. Such a report recognizes the importance of seamless integration between audit team members, yielding greater transparency and an enhanced ability to relate technical issues to business risks. Given the complexity of IT issues, it may be best for the IT team to begin the report by drafting its findings and recommendations to address identified issues. Their information can then be shared with the business process audit team. Both teams can work together to consolidate into the broader audit report. Both teams can then work with relevant auditees / stakeholders to coordinate management responses prior to report issuance. Similarly, both teams can work with issue owners to assess remediation status and progress.

The advantage of this method lies especially in producing a single, holistic report that includes both business and IT issues interlinked together allowing management to see how technology and system issues combine to affect the business process(es) or vice versa.

Integrated Audit Method #2 - Sequential integration
This method differs from the first in that after the business process team completes the audit risk assessment and planning, the IT component of the actual audit execution is done first. As an example, let’s say the IT audit steps begin about 45 days before the business process audit at T-0. The IT audit team then distributes its report to share with the business process team, which uses the IT results to determine whether any scope adjustments are necessary for the business process work. If the IT work identifies control breakdowns, the business process team may not be able to place as much reliance on system outputs. If the IT control environment is strong, it adds assurance to the business process team so they can focus their efforts on more tactical or strategic areas associated with the in-scope business process.

STAFFING INTEGRATED AUDITS

The primary roadblock in many organizations, especially smaller ones, is where to obtain the skill sets needed to perform integrated audits. Understanding your department’s IT capabilities is an important step toward embracing and ultimately implementing integrated audit. Audit departments may need to enhance IT capabilities if the following indicators resonate:

Skill Deficiencies
• Insufficient technical and business skills to address emerging and changing technologies and risks (e.g., cloud computing, information security, data analytics)
• Current IT audits do not deliver high value to the organization

Cost Constraints
• Increasing costs associated with employee turnover and retraining
• Inefficient to have full-time IT audit resources staffed all year round
• Desire to maintain staffing and cost flexibility

Resource Limitations
• Frequent or unexpected turnover or a shortage of personnel
• Lack of specialized audit tools or methodologies

Other
• Your company does not have a formal IT internal audit function.
• Your current IT audit provider is not objective (e.g., external auditor) or is not using resources that specialize in internal audit.

As a result, many companies are resorting to one of three solutions. First, they may bring in a guest auditor with the skill set needed for the duration of the audit. Alternatively, they may try to rotate around their own internal auditors, using them where their skill sets are most needed. Third, due to the increasing complexity of IT, many organizations are turning to co-sourcing their IT audit staff so they can obtain the specific skills needed for each audit plan to ensure that the IT risk is sufficiently addressed.

CONCLUSION

Internal audit departments are constantly striving for ways to enhance risk coverage, streamline operations and maximize team potential. Further, many departments have trouble executing “routine” IT audit activities. These challenges may seem daunting, but progressive audit departments are actively pursuing integrated audit as a mechanism to begin addressing them. Integrated auditing provides greater assurances that the audit function can appropriately identify the technology risk and control environment as it relates to critical applications and business processes.
In each issue the Innovator will profile a current Chapter member. The goal is to find out why they chose their profession, what they do for fun (besides audit), and what has made them successful. This issue’s spotlight is on Nick Saracco, Manager for Grant Thornton, LLP. Nick joined the IIA in 2004 and has been the Treasurer since 2010.

**HOW DID YOU BECOME AN INTERNAL AUDITOR?**

I began my career in public accounting during the Sarbanes-Oxley boom of the early 2000s. From there, I transitioned from a heavier SOX workload into more traditional Internal Audit roles. The ability to constantly work in different industries and learn about different business processes has kept me in internal audit.

**ANY PARTICULAR SKILLS OR EXPERIENCES YOU ARE PROUD OF AS AN INTERNAL AUDITOR?**

As an internal auditor for a public accounting firm, I enjoy the challenges of moving from client to client and working across a number of industries. I’m proud that my clients look to me to utilize these skills learned to become an advisor to their staff.

**YOUR PASSIONS/ HOBBIES (OUTSIDE OF WORK)?**

In my free time, I enjoy travelling as much as possible and playing just about any sport. And even though my work travels may take me to some unique locations, I do get to spend some time in a number of desirable destinations.

**ANY WORDS OF ADVICE TO FELLOW INTERNAL AUDITORS? KEY SUCCESS FACTORS?**

Specifically, to the younger internal auditors, I would recommend that they ask as many questions as possible while working on a particular engagement. Internal audit is a great way to learn about so many facets of a business, and the more you ask, the more you will learn from both a financial and operational standpoint.
Upcoming Chapter Events

**Last Chance to Sign Up for the IIA Chicago Chapter 52nd Annual Seminar!**

*CPE:* 8 hours  
**Date:** Monday, March 26, 2012  
**Location:** Donald E. Stephens Convention Center  
**IIA Member Cost:** $300

This one day seminar is attended by approximately 1,000 internal audit, finance and risk professionals. Attendees will have the option to customize their learning experience by attending tracks covering a variety of topics.

This year’s seminar is featuring Weston Smith, former CFO of HealthSouth Corporation, as the keynote speaker who will share his personal experience of the role he played in a $2.7 billion fraud and our role as internal auditors to prevent and expose crime. Attendees will also learn the characteristics and responsibilities of “The Internal Audit Leader of the Future,” presented by Mr. Larry Harrington, VP of Internal Audit at the Raytheon Company and former IIA North American board chair.

Come check out the new and exciting agenda and sessions we have added to the seminar this year! The Auditor-Level session offers three break-out sessions focusing on each of the different auditor levels including Director / CAE, Manager / Supervisor, and Senior / Staff. The seminar is also offering a Regulatory session that will provide learners with an update on various regulations that companies across all industries are currently facing. The Industry session features tracks on six different industries and will provide learners with perspectives on audit areas and new trends for these industries.

Although online registration has been closed, you can still register at the event.

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**Corporate Governance Training Day – Full Day Event**

*CPE:* 8 hours  
**Date:** Monday, April 16, 2012  
**Location:** The Gleacher Center (450 N Cityfront Plaza, Chicago IL 60611)  
**IIA Member Cost:** $150

Join us for a full day of training on the hottest topics in corporate governance. Topics for the day include but are not limited to: Internal Audit’s role in GRC; Emerging Trends in GRC; and Enterprise Risk Management. The day will be concluded with a panel discussion on emerging issues in corporate governance. Speakers and detailed agenda coming soon.
Interact at the Annual Seminar

The Social Media Committee is urging Annual Seminar participants to interact throughout the day on Twitter. Many say that this is the absolute best way to use Twitter and leverage its power. Why? You can only physically be in one place at a time but at a conference there may be multiple sessions you would like to attend at the same time. Participating in the conversation on Twitter will allow you to learn what is happening in real time at one session, while you are attending another.

Here’s how:

1) Before the event, create a Twitter account (http://twitter.com) - it’s free!
2) Download the Twitter Application to your mobile device
3) Take your mobile device with you to the Annual Seminar
4) Search (and follow) the keyword: #iiachi

Is it rude to tweet during a presentation? No! By tweeting during the presentation you are expanding the speaker’s message to a broader audience than can actually attend the event. You are also providing the speaker with an enhanced branding opportunity. It benefits both the speaker and the audience (just be careful not to share confidential information).

Some Guidelines:
When using Twitter during the seminar try to provide content. While it is nice to know who’s speaking, it is more useful to know what the speaker is speaking about, what they are saying (brief highlights), and your response (be positive) to what is being said. What works best is to describe in tweets the key points in a speaker’s presentation. It will not provide the same experience as being at the presentation but it does allow people to have some insight into the content, argument or viewpoint being presented.

Remember to use the keyword: #iiachi

If you have questions during the Annual Seminar, please visit the Career Assistance Booth and someone there will be able to help you. In the meantime, come join us online:

LinkedIn - http://www.linkedin.com/groups?mostPopular=&gid=1123977
Twitter - http://twitter.com/#!/IIAChiicago
Flickr - http://www.flickr.com/photos/iiachicago/

Are you searching for a way to become more involved with the Chapter but not sure how? The Social Media Committee may be the best place to start! For more information, please contact Steve Randall - srandall@vonyaglobal.com

Career Assistance Program (CAP) Committee

Visit the Career Assistance Program’s booth during the Annual Seminar on Monday, March 26th for information on the Career Assistance Program.

The Career Assistance Program (CAP) assists Chicago Chapter members during career transitions by providing access to training and networking events and communicating available job opportunities.

A list of open positions with the name of the firm, contract information, and a brief description of the position will be available for attendees who stop by the CAP booth.

CAP has been using LinkedIn as their main forum to communicate information from employers and recruiters to members who are in career transition. The Chapter established this LinkedIn group (IIA – Chicago Chapter) to facilitate networking and discussions, with the following results:

- 730 current members
- Average of 70 jobs per month posted in 2012

For additional information contact Peg Koenigs at margaret.koenigs@chi.frb.org