Joining The IIA is an investment in your career and the profession.

The Institute of Internal Auditors (IIA) today launched a new Audit Executive Center (AEC) and website that provides internal audit leaders with direct access to relevant and timely information, resources, and services specifically designed to address today's unique challenges, emerging risks, and other demands on the internal audit profession.

In addition to an array of exclusive content, solutions, videos, and other guidance geared to chief audit executives (CAEs), senior management and staff, the AEC now features the "Audit Intelligence Suite," with benchmarking reports to gauge audit function performance, skills assessments to evaluate team members' proficiency, and surveys to obtain stakeholder feedback.

Additionally, a Small Audit Function Resource Exchange was developed for those with limited resources but whose needs and risks are neither fewer nor less critical.

"The mission of the new AEC is to be the go-to resource for CAEs at any size function, enabling them to be more connected and relevant in all they do," said IIA President and CEO Richard F. Chambers, CIA, QIAL, CGAP, CCSA, CRMA. "With its rich content and enhanced, easy-to-navigate website, this site will quickly become invaluable to audit leaders."

Though delivery of the information has taken on new depth and an exciting new look, the goal of the AEC remains: to be an essential resource for CAEs by providing customized solutions for today's leaders, and empowering them to be more successful and relevant in their ever-changing business environment.

"One of the greatest assets of the AEC is the CAE networking experience," said AEC Director Christopher Polke, CGAP. "Our CAEs share knowledge and interact with each other frequently through peer requests, pre-conference forums, roundtables, and other events. The new AEC complements this idea-sharing strategy and provides even more enhanced resources and business solutions to help CAEs in their demanding, evolving roles."

Three membership levels provide solutions based on CAE, staff, and stakeholder needs.

For more information about the Audit Executive Center, go to www.theiia.org/AEC.
Upcoming Events

June Luncheon
**Audit Never Sleeps**
with Angela Witzany Chairman of the Board Of the IIA

June 15, 2017
The Warehouse Restaurant

July and August Luncheon
**Join Us for our Summer Roundtable Series**
July 13, 2017
August 10, 2017
The Warehouse Restaurant

Join us for a moderator led discussion of IA best Practices, Network and Learn from your CSIIA Colleagues.

Tips to Get the Most Out of Reference Checks

Interviews reveal a lot about potential hires - but they may leave some stones unturned.

Reference checks can give you more insight into a candidate's experience, abilities, work ethic and more. They're like insurance policies that could save you the cost of a bad hire. Too often, though, hiring managers hurry through or even skip this vital step.

To be doubly sure of a candidate's abilities before making a job offer, it helps to find out more about that person from other sources. Here are several best practices for reference checking that can help improve this important aspect of your hiring process.

**Don't pass the buck**

Busy managers often delegate reference checks to human resources staff or another member of the interview team. But if you're the one the new hire will report to, it's important that you take the time to speak to their references personally - because you have the most at stake.

**Take time to prepare before contacting anyone**

Get organized and compile a list of reference check questions. Here are some basic queries:

- What were the candidate's primary responsibilities and last job title?
- What are their most outstanding skills or qualities?
- What additional training could they benefit from?
- How did they react and respond to feedback or constructive criticism?
- Would you rehire them? Why or why not?

**Pick up the phone**
It's quick and easy to simply email questions to everyone on a candidate's list of references, but this method won't yield the best results. For one, your email may never even make it to their inbox if they have a strict spam filter. Speaking directly with a person is ideal, as people tend to go into more detail in phone conversations.

**Don’t ask close-ended questions**

Word your reference check questions in a way that requires thoughtful answers, and avoid putting words in the reference's mouth. For example, don't ask, "You think Jill is a team player, right?" A better way to phrase this would be, "Can you tell me about Jill's collaboration skills?"

**Listen closely for things that are not said**

Pay attention to cues that indicate a non-endorsement, such as hesitations in a reference's response or qualifying statements like, "He was a fairly good bookkeeper." Also, the person's tone might be telling when talking about certain aspects of a former employee.

**Document the calls**

Create a spreadsheet and log the date and time of each reference check. Take good notes during the conversation. Afterward, jot down all impressions you gleaned from the call.

**Avoid cold calling**

Start with the references the candidate has provided to you. If you want to contact any person who is not on that list, such as former supervisor, ask the candidate to make the connection first. To do otherwise may come across as unprofessional and put your company in a bad light. And never call a current employer without the candidate's express permission.

**Aim for variety**

Some job candidates will give hiring managers a list of their former bosses. Others may only provide contact information for present and past colleagues. For a 360-degree picture of a potential hire's technical and nontechnical skills, collegiality, strengths and weaknesses, and so on, try to talk to more than one type of reference.

**Get expert guidance**

Reference check regulations differ by state. If you have any doubts about whether to ask references a certain question about a candidate, then be sure to consult your company's legal or human resources department before making contact.

In a competitive hiring climate for accounting and finance professionals, you may be tempted to make an immediate job offer to a promising candidate who aces the interview. But rushing the process can lead to mistakes. So, ask for references and take the time to call all the people on the list. Reference checks are a way to confirm that your golden candidate is the real deal.

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 145 locations worldwide and offers online job search services at www.roberthalfmr.com. Follow our blog at blog.roberthalfmr.com.
IIA Members Only Webinar

Register now for the IIA’s July Member’s only Webinar:

**Partner Webinar: What Is Your Role? When Accounting Policy Meets ICFR**

This webcast, hosted by the Anti-Fraud Collaboration, highlights leading-practice recommendations from top company executives, corporate directors, and auditors. The webcast also outlines the importance of creating accounting policies and controls, crafted through risk-based evaluations, that can be easily understood by nonaccountants. Expanding on insights contained in a 2017 Anti-Fraud Collaboration report, Addressing Challenges for Highly Subjective and Complex Accounting Areas, the webcast’s panelists include experts from across the financial reporting supply chain.

Join your peers on Tuesday, July 11, from 1:00-2:30 p.m. ET as this expert panel, moderated by the Center for Audit Quality’s Executive Director Cindy Fornelli, discusses how successful companies utilize strong accounting policies to deter and detect fraud while providing actionable recommendations that each supply chain member can bring to their organizations. Hear directly from Brian T. Croteau, partner at PricewaterhouseCoopers; MetLife’s chief auditor R. Karl Erhardt; President and CEO of The Hopgood Group Suzanne Hopgood; and American Express corporate controller Linda Zukauckas.

July 11, 2017
11:00-12:30 MST
To Register, or for more information click [here](#).