From the President...

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Welcome to the new program’s year! We are excited to kick off the new year with a great slate of speakers. Thank you for all the support and feedback from the August meeting. The Kauffman Foundation has been getting great reviews and we are looking forward to having a few more visits there in the upcoming year. Don’t forget to visit our local chapter web site for news and notes. You can click the “About Us” link at the top and get acquainted with your new officers. Feel free to contact any of us if you have any questions or concerns. I look forward to seeing each of you at the September meeting and hopefully you were able to take advantage of the discount offered with an annual subscription purchase!

Sincerely,
Rob Carter
2013-2014 KC IIA President
DATE: Thursday, September 5, 2013

TIME: Registration 11:00 AM
      Lunch 11:00 AM
      Program 12:00 PM – 4:00 PM

LOCATION: The Ritz Charles
          9000 West 137th Street
          Overland Park, KS 66221

(Two blocks south of 135th and Antioch Road. Next to the Blue Valley Recreation Complex.)

PROGRAM: Communication at Work: How to Say What You Mean with Clarity, Compassion and Confidence
MK Mueller, MK Mueller Enterprises

The rules of effective communication aren’t hard to understand, they’re just hard to remember! Don’t miss this engaging session to hear award-winning author MK Mueller share her simple processes and powerful solutions for the most common communication issues at work:

- How to ask for what you want and get it
- How to stop 3rd party communication and gossip for good
- How to decrease rage and depression in yourself and others
- How to say “No” and set limits effectively
- How to handle confrontation without getting defensive
- How to open and close every meeting so people feel open and close!

CPE: 4 CPE Hours

MENU:
Lunch – That’s Italian Buffet
Mixed Tossed Greens Salad with Italian and Ranch Dressings, Chicken Parmesan, Fettuccine, Meatballs in Marinara Sauce, Alfredo Sauce, Julienne Vegetable Sauté, Focaccia Bread and Garlic Breadsticks, Cannoli, Italian Cream Cake
Please denote any dietary restrictions when registering and accommodations will be made.

COST: Member: $85
      Non Member: $100
MK Mueller
Author, Trainer and Empowerment Specialist

MK Mueller is an internationally respected authority on positive attitude, empowerment, and leadership. She has dedicated her life to creating and sharing her 8 step process for dealing with challenges and living in a way that promotes greater happiness, health and success.

MK is the author of several award-winning books, including "8 to Great: The Powerful Process for Positive Change," and "Taking Care of Me: The Habits of Happiness." Her 8 to Great curriculum for high schools and colleges is taught by over 1700 trainers and coaches around the world.

The founder of Insight Inc., MK has been named a Heartland Hero, and is regularly honored for her service to business and education.
### Save the Date!!
#### 2013 – 2014 Schedule of Programs

<table>
<thead>
<tr>
<th>Month</th>
<th>Date</th>
<th>Topic</th>
<th>Speaker/ # CPE's</th>
<th>Location</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>September</td>
<td>9/5/2013 12:00pm to 4:00pm Lunch at 11:00pm</td>
<td>Communication at Work - How to Say What You Mean and Mean What You Say</td>
<td>Mary Kay Mueller MK Mueller Enterprises 4 CPE Hours</td>
<td>Ritz Charles-Overland Park</td>
<td>$85 Member $100 Non-Member</td>
</tr>
<tr>
<td>October</td>
<td>10/3/2013 9:00am to 4:00pm Lunch at 12:00pm</td>
<td>Setting your Journey from Data Analysis to Continuous Auditing</td>
<td>Joe Oringel Managing Director, Visual Risk IQ 6 CPE Hours</td>
<td>Ritz Charles-Overland Park</td>
<td>$95 Member $110 Non-Member</td>
</tr>
<tr>
<td>November</td>
<td>11/7/2013 8:00am to 3:00pm Lunch at 11:30am Social Hour following event</td>
<td>Focus on Internal Control - Is Your Company Ready For the New COSO?</td>
<td>Lynn Fountain Fountain GRC 6 CPE Hours</td>
<td>Kauffman - Plaza</td>
<td>$95 Member $110 Non-Member</td>
</tr>
<tr>
<td>December</td>
<td>12/5/2013 1:00pm to 4:00pm Lunch at 12:00pm</td>
<td>Adding Quality to Quality Assessments</td>
<td>Larry Hubbard Larry Hubbard &amp; Associates 3 CPE Hours</td>
<td>Kauffman - Plaza</td>
<td>$85 Member $80 Non-Member</td>
</tr>
<tr>
<td>February</td>
<td>2/6/2014 9:00am to 12:00pm Breakfast at 8:00am</td>
<td>Time to get Real - Refocusing Controls to Fight Modern Threats Evidence Gathering in a Fraud Investigation</td>
<td>Daimon Geopfert National Leader, Security &amp; Privacy, McGladrey H. David Kotz Director, Berkeley Research Group 3 CPE Hours</td>
<td>Ritz Charles-Overland Park</td>
<td>$85 Member $80 Non-Member</td>
</tr>
<tr>
<td>March</td>
<td>3/6/14 9:00am to 4:00pm Lunch at 12:00pm Social Hour following event</td>
<td>Innovation &amp; Internal Audit</td>
<td>Philip Flora Principal, FloBiz &amp; Associates 6 CPE Hours</td>
<td>TBD</td>
<td>$95 Member $110 Non-Member</td>
</tr>
<tr>
<td>April</td>
<td>4/3/14 12:00pm to 4:00pm Lunch at 11:00pm</td>
<td>Mystery Fraud Event</td>
<td>Timothy Hungerford Hungerford Vinton, LLC 4 CPE Hours</td>
<td>Ritz Charles-Overland Park</td>
<td>$85 Member $100 Non-Member</td>
</tr>
<tr>
<td>May</td>
<td>5/1/14 9:00am to 12:00pm Breakfast at 8:00am</td>
<td>Panel Discussions*: Chief Audit Executives C-Level Management Audit Stakeholders</td>
<td>Various Local CAEs, C-Level Management &amp; Audit Stakeholders TBD 3 CPE Hours</td>
<td>TBD</td>
<td>$85 Member $80 Non-Member</td>
</tr>
<tr>
<td>June</td>
<td>6/5/14 1:00pm to 4:00pm Lunch at 12:00pm</td>
<td>Materiality: Are You Chasing Geckos or Alligators? Risk Based Auditing - Managing Your Risks</td>
<td>Edmundo Calderon Chief Internal Auditor, City of El Paso 3 CPE Hours</td>
<td>Ritz Charles-Overland Park</td>
<td>$85 Member $80 Non-Member</td>
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Campus Corner

News from the Pittsburg State University Internal Auditing Education Partnership (IAEP) Program

Did you know the Kansas City internal auditing community has a hidden gem just a couple hours south on Highway 69 in Pittsburg, Kansas? Pittsburg State University, home of the Gorillas, is also home of one of the less than 50 universities worldwide that have been accepted into The IIA’s Internal Auditing Education Partnership (IAEP) program. This elite program is designed to support universities that have made a commitment to educating students in internal auditing practices through a formal curriculum of coursework, student chapter activities, internships, certifications, and degree programs.

PSU is one of an even fewer number of schools offering a minor degree in internal auditing. The IAEP certificate program is rigorous and includes the following minimum requirements:

**IAEP Certification Requirements:**
1. Maintain an overall GPA of at least 3.0.
2. Achieve at least a 3.0 GPA in the four internal auditing prerequisite courses.
3. Achieve at least a B in each of the two core internal auditing courses and the elective course.
4. Join the IIA Student Chapter, and the IIA and the IIA Kansas City Chapter, and actively participate in Student Chapter activities while an IAEP candidate.
5. Minimum 5 week internship or equivalent

IAEP schools are required to have an advisory board made up of internal auditing practitioners to provide guidance to faculty and administration regarding curriculum, student activities, program funding, and continuous improvement. Accepted schools are also required to have local chapter support and your Kansas City IIA (KCIIA) chapter comes through with financial and volunteer assistance. The KCIIA VP Services has a standing seat on the PSU IAEP advisory board and each year scholarships funded by the KCIIA are awarded to PSU students participating in the IAEP program.

If you are interested in learning more about the IAEP program at PSU or would like information about recruiting at PSU, please contact Becky Casey (rcasey@pittstate.edu) or Steve Haenchen (shaenchen@pittstate.edu).
Richard Chambers, CIA, CGAP, CCSA, CRMA, shares his personal reflections and insights on the internal audit profession.

**The Inevitable Challenge of Mending Broken Fences**

Anyone who has spent much time as an internal auditor has inevitably generated audit results that created friction or tension with those whose areas of responsibility were audited. Sometimes, even the most professionally executed internal audit with the most constructively written report can land with a huge thud. The results of our reports often are used as the basis for evaluating management performance. Unfavorable results have been known to cost executives a bonus, a promotion, or even their job. Adverse audits can damage relationships. Call it a “broken fence.”

It is practically impossible to avoid occasionally breaking fences in our line of work. It is a hazard of the trade, so to speak. But no internal auditor can function effectively if surrounded by broken fences. A successful internal auditor learns, over time, the fine art of fence repair.

How do you mend the broken fences? My first piece of advice is to work tirelessly to avoid breaking them in the first place. Anticipate potential consequences of audits and try and mitigate the damage before it happens. For example, discourage the use of internal audit report ratings or results for punitive purposes. As I have observed previously in this blog, also avoid the use of inflammatory words and phrases. Strive continuously to ensure the tone of the report does not foster lingering animosity on the part of management.

It goes without saying that you must make sure your report is valid. And if it points out that the officials who are responsible made mistakes, make sure it also accentuates the things that were done well. I always included a “management accomplishments” section in every audit report. If it was an audit report with particularly damaging audit findings, I usually put a little extra effort into calling out pertinent accomplishments.

Avoid assigning blame to individuals by name or title, but rather speak to systemic failures and control weaknesses, without pointing fingers.

That said, you’re going to run into the situation, if you’re in this business long enough, where fences break. No matter how congenial you might be as an internal auditor, if you are doing your job correctly, there will be an occasion where, in order to call it like it is, you are going to have to say something that will create hard feelings or damage relationships on the other side.

If a fence is broken, you should seriously consider a fence-mending mission. Here are five strategies I have used to mend damaged relationships as a result of an audit:
1. I engaged in a frank and open discussion with the offended party or parties. I asked them to share with me their candid feelings about the accuracy/fairness of the reports and what they believe internal audit could have done differently/better. These sessions can become contentious, so check your ego at the door.

2. I have used a customer satisfaction mechanism that solicits feedback from all audit clients. The ability to vent without a face-to-face confrontation can be therapeutic where someone has been offended.

3. I have admitted mistakes and owned up to opportunities for improvement on internal audit’s part, if mistakes were made.

4. I have tried to demonstrate genuine empathy when engaging with someone who felt wronged. If an internal audit report cost someone their bonus, I put myself in that person’s shoes when talking to him or her about our relationship going forward.

5. I have learned that mending fences can take time. If management feels that trust has been breached, or we have done them wrong, it will take time for them to recognize that our work is balanced and objective. So, be patient.

Why should we care if fences have been broken? Well, internal auditors have to “live where we eat.” What will tend to happen, once a fence is broken, is that the managers in that area won’t want you to audit them again. Every audit after that will start with a contentious relationship. Internal auditors cannot be effective in the long run if they are surrounded by broken fences.

Are you good at mending fences? Have I oversimplified a complex issue? What has worked for you? Share your best practices.
2013 – 2014 Chapter Leadership

Officers:
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Angela York – VP Programs  Angela.York@kcpl.com
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Rick Wright – VP Services  Rick.Wright@ycrw.com
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Stephanie Jones  Stephanie.Jones@Pentana.com

District Representative:
Stephanie Jones  Stephanie.Jones@Pentana.com

Ex-Officio Member:
Becky Casey  rcasey@pittstate.edu

If you have any questions or would like to submit an article for the newsletter, please email Rick Wright, VP Services, at Rick.Wright@ycrw.com.