The Rochester IIA hopes you all had a great holiday last week!

Our next live program is coming up next week on December 6th!

Register here!

IT Audit Seminar

This seminar is our biggest event of the year and provides excellent value to our members. This all day- seminar includes two general sessions along with two independent learning tracks for a total of 8 CPEs.

We are excited to announce that our key note speaker is the Scott Morris, CISO from BlueCross BlueShield of Western New York.

Also including a Panel with IT Audit Leaders on “Emerging Trends in IT Audit”

Some of the other topics offered include:

- Incident Response
- Privileged Account Management
- Artificial Intelligence Breakthroughs in Business & Fraud Auditing
- Data Analytics
- Third Party Assurance
- Cyber Security (NIST framework)
- Classified or Just Classy? - Kicking Ass(ets) with Data Classification

Date: December 6, 2017

Time: Registration starting at 7:30 A.M.
Event will run from 8 A.M.– 5 P.M.

Cost: $120 (IIA / ISACA / IMA), $160 Non-members

CPEs: 8 (Audit)

Venue: Hilton DoubleTree on Jefferson Road

Please contact us with any potential program topics of interest at: rochchapteriia@gmail.com
Regular readers of this blog know its focus is to provide internal audit practitioners insight and advice on doing their jobs and ultimately helping their organizations reach their goals. This is why my most-read posts often involve straightforward and practical advice and observations about the daily work of internal auditors. Over the years, posts that include lists of specific recommended actions have proven to be some of the most popular.

Yet, I find it is also necessary to comment occasionally on high-profile news events, adding important context to how risks associated with these events could impact organizations and, therefore, internal audit.

For several weeks, I have been wrestling with whether and how to take on one such issue that has become the elephant in every corporate boardroom — sexual harassment. While the issue has been a persistent workplace risk in every organization for decades, its pervasive and often-tolerated presence can no longer be ignored.

Courageous women and men speaking out and the #MeToo social media campaign have combined to shine a white-hot light on the issue. The flood of allegations against prominent individuals, from Hollywood producers and actors to members of Congress and political candidates, has piqued the public's outrage like never before and emboldened even more victims to come forward.

Clearly, this is a risk that organizations cannot afford to overlook. Most today have policies addressing sexual harassment that may include required training and periodic refresher courses. But this, like ethics and conflict-of-interest training, is vulnerable to becoming a checklist exercise.

There are often complex factors and influencers that can mute or erode even the best-intentioned policies. For example, a zero-tolerance policy against sexist behavior or sexual harassment is only as good as how consistently it is applied. If exceptions are made, such as for C-suite executives or high-performing employees, the culture within the organization will be very different from the stated policy.

As the #MeToo campaign has shown, those who feel they have been sexually harassed have easy access to powerful social media tools to take their stories public. If they have no faith that the policies intended to protect them are working, they will find other ways.

Management’s approach to prevention of sexual harassment and response to allegations can deviate significantly from what boards may desire. One example is management weighing the cost of reputational and brand damage versus cash settlements and non-disclosure agreements. In most cases, the latter prevails. Under such circumstances, boards of directors may not be aware of the number of settlements and, therefore, have a skewed view of the extent of the problem.

Beyond the risks associated with mishandling clearly inappropriate behavior, an organization can also succumb to subtler biases that can make it vulnerable to gender-related problems.

A survey in Women in the Workplace 2017 found significant differences between how men and
women view themselves at work. For example, while 8 percent of men said gender has played a role in missing out on a raise or promotion, 37 percent of women said it had. The survey also found that 15 percent of men said their gender will make it harder to get a raise or promotion while 39 percent of women did.

The survey, which involved 70,000 employees from 222 companies, also found disturbing views on women in leadership. Nearly 50 percent of male respondents think women are well represented in the leadership in organizations, where only one in 10 senior leaders is a woman. A third of women said the same thing. It's difficult to disagree with the report's conclusion that, "It is hard to imagine a groundswell of change when many employees don't see anything wrong with the status quo."

When it comes to discriminatory practices or sexual harassment, internal auditors owe it to their organizations to provide assurance on how effectively the risks are being managed. This may require delving into practices of the human resources department or the general counsel. Internal auditors will likely hear the tired refrain that we are not qualified to assess management of legal or HR risks. But if not us, then who?

We owe it to employees and shareholders of our organizations to ensure that management has these critical risks on their radars and has controls in place that protect against those who would discriminate or prey on the vulnerable.

As always, I look forward to your comments.

---

**Chapter Book of the Month**

20% off the Chapter Book of the Month
Quality Assessment Manual for the Internal Audit Activity (QA Manual)

Order your study materials today! Use promotion code CHAPTER when ordering to save 20% on this title through December 31, 2017.

Order Your Copy Here!

IIA members are eligible for a discount on the designated Chapter Book of the Month – one of the perks of being a member of the IIA!

---

**Local Membership & Communication**

Has your membership expired or about to expire? The IIA can help you renew this. Feel free to reach out the local Chapter at rochchapteriia@gmail.com

Additionally, we know that most our membership’s primary email address where we send our communications to is generally their work email – if you know someone who has switched employers and they would like our Distribution List updated accordingly, please let us know!
Chapter Volunteer Opportunities

As always, the Rochester IIA Chapter needs volunteers to help with Programs, Events and other Chapter Activities. If you are interested in getting involved, please contact the Rochester IIA at the email listed above.

CONGRATULATIONS TO OUR ROCHESTER CHAPTER FOR BECOMING A 2017 CHAPTER OF EXCELLENCE!

The IIA Chapter of Excellence program was introduced in early 2010 to recognize chapters for their belief in quality education and support of the CIA designation, specifically through The IIA’s CIA Learning System program. This program not only helps provide CIA training to chapter members across the nation, but proceeds also support other IIA research and training initiatives around the globe.

CIA Learning System

The IIA’s CIA Learning System is a comprehensive training course designed to provide chapters, members, and the audit community of professionals with information and tools to master the global CIA exam syllabus.

This premier quality program is aligned with the International Professional Practices Framework (IPPF) to ensure you stay current with the global internal auditing profession and are ready for the CIA exam.

It combines printed text with online testing tools and online questions.
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.”

How Being an IIA Member Can Benefit You

IIA Member Only Webinars

IIA Learning Webinars

IIA Learning Webinars are short, live, educational presentations covering the latest trending topics in the world of internal auditing. In The IIA’s members-only webinars, you can interact with established leaders about emerging issues, boost your business know-how, and receive complimentary CPE credit. Plus, you can access the extensive library of archived webinars, 24/7 (CPE credits are unavailable with archived presentations).

Five Reasons to Attend a Webinar

IIA webinars provide:

- Short, interactive presentations led by professionals.
- Keen insights from audit experts.
- Immediate awareness of current trends.
- Free access for IIA members.
- Complimentary CPE credit.

Registration will close 24 hours prior to the beginning of the webinar start time listed.
Upcoming IIA Webinars

December 20, 2017 1-2 PM EST
2017 Year-end Legislative Review With Arnold & Porter Kaye Scholer (click to register)

January 16, 2018 1-2 PM EST
Realistic Security: Counter Advanced Threats With Basic Controls (click to register)

One benefit of being an IIA member is having access to our extensive library of archived webinars. NOTE: on-demand webinars do not qualify for NASBA CPEs.

Click here for Webinar Archives

The IIA is here to support your growth with tools and services to enhance your value proposition with your stakeholders.