I hope you all had a great summer and are ready for the fall (although you would not know it from the weather). I am excited for what our chapter has coming up this fall.

**3rd Annual Joint Training with ACFE:** We are teaming up with the Tallahassee Association of Certified Fraud Examiners (ACFE) to provide a regional Fraud Examiners Training October 21-22 at the FSU Turnbull Center. Below are the three speakers and the topics of their presentations:

- Bethmara Kessler: “What Hides in the Shadows: Preventing and Deterring Fraud” and “Sustaining an Ethical Culture: It’s not Always Black and White.”
- Kelly Paxton: “Honestly Dishonest (Ethics)” and “Catch Me If You Can - Today’s Pink Collar Crime.”
- Toby Graves: “The New Psychology of Fraud.”

I am very pleased with the demand for this training. The registration is already full! You can find more information on the speakers during the two-day event on the ACFE website.

**Government Audit Program (GAP) Membership Initiative:** Our chapter is proud to mark the ninth year of our GAP membership initiative. For our existing GAP members, it is now time to renew your memberships for the upcoming year. Please note that our GAP membership term runs from October to October for all GAP members. The GAP membership fee increased slightly for 2019-20 chapter year to $105 annually.

For those unfamiliar with this membership initiative, the TCIIA GAP provides a way for current and prospective IIA members to receive membership benefits at a reduced annual cost. The current IIA individual government membership rate is $165 annually, so our GAP rate represents a significant savings to our members. **Please note that this program is only available to government employees.** Detailed information on the Government Audit Group Program can be found on our website and information on individual memberships can be found here.

Sincerely,

**Kris Sullivan**  
CIG, CIA, CISA, CFE, CIGI  
President, Tallahassee IIA
TCIIA Board of Governors and Officers

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<tr>
<th>Position</th>
<th>Member Name</th>
<th>Term Expires</th>
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<tr>
<td>President</td>
<td>Kris Sullivan, CIA, CISA, CIG, CIGI, CFE</td>
<td>FYE 2020</td>
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<td>Vice President</td>
<td>Justin Evans, CIA, CFE, CIGA, CPM</td>
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<td>VP – Training</td>
<td>Ashley Clark, MBA, CIGA</td>
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<td>VP – Programs</td>
<td>Tiffany Hurst, CIA</td>
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<td>VP – Membership</td>
<td>Torry McClellan, MPA</td>
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<td>Treasurer</td>
<td>Misha Jordan, FCCM</td>
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<td>Secretary</td>
<td>Christine LeClere, CFE, FCCM</td>
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<td>Board of Governors</td>
<td>Justin Mahe, CPA, CIA</td>
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<td>Marcia Main, CPA, CIA, CFE, GRCP</td>
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<td>Tim Crellin, MPA, CIGA, FCCM</td>
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<td>Danielle Myrick</td>
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<td>Scott Armstrong, CPM, CIDA, ITIL</td>
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<td>Jessica Hughes</td>
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<td>Linh Trang, MPA, CGAP, CIGA, CIGI</td>
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<td>Natalia Salnova, CPA, CIA, CIGA, CIGI</td>
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<td>Ron King, CIA, CIDA, ITIL</td>
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<td>Ex-Officio</td>
<td>Joe Maleszewski, MBA, CIA, CGAP, CISA, CIG, CIGA, CIGI, CCEP</td>
<td>FYE 2020</td>
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Keep Your Contact Information Current

By: Scott Armstrong

TCIIA is working diligently to keep you up-to-date on chapter events such as training, luncheons, and leadership meetings. The various committees send emails every month to let you know what’s going on in your Tallahassee chapter, but many members don’t receive those emails. We have three suggestions to ensure you are getting the level of communication you want or need:

1. Verify your contact information is correct with IIA-HQ;
2. Verify that you haven’t “opted out” of chapter or national communications; and
3. Check your SPAM or “Junk E-Mail” folder.

For more information on these three suggestions, including examples and screenshots, see detailed instructions here.
Member Accomplishments!

By: Tim Crellin

As the local IIA chapter, we love to see our members excel in their careers and accomplishments. Chapter members continue to work hard to advance in their careers and obtain renowned certifications. The Chapter is only as good at its members and our members are succeeding!

Certifications:

- Denise Purvis, Senior Audit Analyst at the State Board of Administration (SBA), earned the Certified Investments and Derivatives Auditor (CIDA) designation.
- Heather Friend, Senior Auditor at Florida State University (FSU), became a Certified Internal Auditor (CIA).
- Destin Dubose, Senior Internal Auditor at Capital Health Plan, became a Certified Information Systems Auditor (CISA).
- Nancy Shepherd, Deputy Audit Director at the Florida Department of Transportation (FDOT), earned the CIA designation.
- Karina Moorman, Senior Audit Consultant at A-LIGN, earned the Certified Information Security Manager (CISM) certification.

New Positions/Promotions:

- Lillian Spell became an Internal Audit Manager at Florida International University (FIU) in Miami.
- Scott Armstrong became a Senior IT Auditor at FDOT.
- Michelle Weaver was hired as a Senior IT Auditor at FDOT.
- Joe Maleszewski became the Vice President of Audit for Florida Agricultural and Mechanical University (FAMU).
- Charmaine Zhang was hired as a Senior Audit Data Analyst at SBA.
- Soji Awojobi was hired as a Senior Audit Analyst at SBA.

Graduation:

- Arriet Foster graduated with her Master of Business Administration (MBA) from FSU.

To all, the Chapter extends its CONGRATULATIONS!

Please notify us of your career accomplishments and certifications, or the accomplishments of fellow members at newsletter103@liachapter.org.
Governance, Risk, and Control: Foundations of Effective Audit Practice

By: Luis Camejo

The Office of Inspector General (OIG) holds a statutory responsibility to “provide direction for, supervise, and coordinate audits, investigations and management reviews relating to the programs and operations of the state agency…” Subsection 20.055(2)(d) Florida Statutes (2018). These concepts are embedded in the OIG’s vision of adding value in our engagements and the International Professional Practices Framework (IPPF) offers standards to keep us aligned with our vision.

The Standards state the nature of our work must include an evaluation of governance, risk management, and internal controls. In this article, we will review:

- The basic standards defining the concepts of governance, risk management, and control.
- The application of these concepts to the host entity and resulting impact.
- A strategy for embedding awareness and application of these concepts throughout the OIG’s functions.

Keep in mind governance, risk management, and internal controls are the responsibility of the process owners and the responsibility of internal auditors is limited to the evaluation of their design and operating effectiveness.

Standard 2100 states:


This mandatory standard clearly defines the role of the internal audit function regarding governance, risk management and control (GRC). Having established the foundation of our discussion, we will elaborate further on each of these components including replicating a strategic business model for its successful implementation.

Standard 2110 - Governance

According to Standard 2110, “governance is the combination of processes and structures implemented by the [Secretary and Assistant Secretary] to inform, direct, manage, and monitor the activities of the organization toward the achievement of its objectives.” The Institute of Internal Auditors, Inc., International Professional Practices Framework Standard [Standard 2110] (2017 Edition) (1978).

Governance may be defined as the authority granted to a person or group of selected people to lead an organization. Standard 2110 exemplifies this concept with the following:
Continued from Page 4

- Promoting appropriate ethics and values within the organization.
- Ensuring effective organizational performance management and accountability.
- Communicating risk and control information to appropriate areas of the organization.
- Coordinating the activities of and communicating information among the board, external and internal auditors, and management.

In state agencies, the responsibility of governance falls primarily on the secretary and assistant secretary. Their ongoing efforts to introduce and enforce these principles foster the desired environment throughout the agency. The concept of governance is embedded in strategic business models which include setting a vision, mission, objectives and the dissemination of business strategies to align the agency towards a common goal.

This article proposes emulating this effective corporate practice within the OIG. For instance, an inspector general (IG) who incorporates the assessment of governance at an early stage, sets the tone at the top for its effective evaluation. When the annual audit plan includes obtaining an understanding and documenting an agency’s strategic plans, strategic decisions, identification of key risks, means of communication, and coordination of control activities, it sets the foundation for an effective audit engagement.

It is common to encounter uncertainties at the beginning of an audit engagement and understanding its purpose can sometimes become an overwhelming challenge. However, when governance is assessed as part of the annual risk assessment, the time invested during research can shift from solving uncertainties to the development of strategic audit procedures to successfully evaluate the agency’s governance structure. This practice would allow the internal audit activity to add value to the entity under review by objectively focusing the assessment of the design and operating effectiveness of governance.

Standard 2120 – Risk Management


The responsibility of risk management flows one level lower within the chain of command of an organization and it is generally attributed to senior management. Once the secretary has set the desired environment and overall objectives, it is the responsibility of senior management to assess and implement processes such as:

- Organizational objectives that support and align with the organization’s mission.
- Identification and assessment of significant risks.
- Selection of appropriate risk responses that align risks with the organization’s risk appetite.
- Relevant risk information is captured and communicated in a timely manner across the organization.
- Relevant risk information is captured and communicated in a timely manner across the organization.
Governance, Risk, and Control: Foundations of Effective Audit Practice

Continued from Page 5

Risk management includes the development of business strategies and the identification of risks that threaten the achievement of pre-defined objectives. Because businesses and processes evolve over time, risk management demands ongoing monitoring and modification of strategies to adapt to external and internal changes.

For an internal audit practice, an annual audit plan that incorporates the understanding of both business objectives and strategic risks solidifies the execution of value-added engagements by identifying and defining key risks and risk tolerance at an early stage. Including risk management assessment as part of the annual audit plan contributes to a clearer definition of the roles and responsibilities within the internal audit activity by allowing upper audit managers to identify and address strategic risks at a higher level setting the critical path for staff auditors to carry out. It also provides auditors with more focus opportunities for the development of strategic steps to better evaluate pre-identified risks. This sets the tone for an objective and effective assessment of the entity’s risk management practices throughout the audit engagement.

Standard 2130 – Control


Management is generally responsible for the assessment of controls within their respective areas. The responsibility of the internal audit activity is to provide varying degrees of assurance about the effectiveness of the control processes in place.

It is important for internal auditors to understand the critical risks that could hinder the organization’s ability to achieve such objectives, and the controls that have been implemented by management to mitigate risks to an acceptable level. To assess the internal control environment, upper management may initiate conversations during the annual risk assessment. Additionally, internal auditors may use the results of previous assessments of key controls, related action plans, and the potential effects of any recent business-related changes that may introduce new risks.

Conclusion

As we can observe, embedding the concepts of governance, risk and control in the OIG’s functions and disseminating them from the top down aligns the office to its statutory requirements and achievement of its mission of adding value. For an effective implementation and application of these mandatory standards, the OIG may emulate a strategic business model, by adopting a well-defined vision, mission, goals, and congruent strategies, to establish a culture that aligns with its mission.
What is Emotional Intelligence?

By: Luis Camejo

The ability to recognize, reflect and discern the impact of our words and behavior on others, is an internal discipline worth practicing. Students of this discipline believe that understanding the basic concepts associated with it coupled with practical self-awareness routines can facilitate the development of an emotional process to a healthier mental state called Emotional Intelligence. Specific self-awareness exercises and internal audit applications are discussed below.

Emotional Intelligence - Definition

It is the ability to recognize and understand emotions, and to become skilled at using this awareness to manage oneself and relationships with others.

Emotional Intelligence - Understanding

A person experiences over 400 emotional triggers every day. If not controlled, any of them may take over a person's life. Raising emotional awareness to maintain these triggers within a reasonable level should be one's daily challenge.

Emotional Intelligence – How it works

Two parts of the brain should be acknowledged. The Limbic System is where emotions are generated and the rational brain which is where a person reads and responses to those emotions. Neither of the two is linked to a person's IQ or personality.

Emotional Intelligence – Heightening

Habitually practicing self-awareness (associated with personal competence), and social awareness (associated with social competence) to master self and relationship management is key. Not allowing emotional internal (anxiety, stress, melancholy, etc.) or external agents (traffic, fears, bosses, jobs, other people, etc.) to take control is the path to a healthy and stable state of mind.

Full awareness brings forth a positive effect in people's lives. It fosters manageable stress, better performance and the decision-making process.

Three simple (but which require discipline) steps accomplish this:
What is Emotional Intelligence?

Continued from Page 7

1. Acknowledgement of emotions the moment they become present;
2. Appeasement through meditation, prayer or breathing exercises; and
3. Responding to the situation reasonably and logically.

By habitually following these steps, internal clarity of mind will enhance:

- Learning;
- Decision making; and
- Judgment.

This could only be true as studies have shown that all emotions affect people's thoughts, their physiology and behavior.

Below, some habits that help balance people's ability to control emotions:

- Certain level of stress increases performance. Too much stress diminishes the capacity to control certain behavior including the capacity to control stress. Think of something positive. It physiologically lowers the level of stress in someone's body;
- Clean up sleep hygiene. When a person is awake, toxic proteins in the neurons produce in the brain. The right amount of sleep allows for neurons to clean themselves up to remove these toxic proteins. Thus, avoiding blue wave light at night from TVs or computer monitors permits the body to get the quality of sleep it needs; and
- Utilization of a mood meter (below) to identify current mood and determine the target mood for that day.

How does an auditor use this?

As internal audit involves a systematic process to add value to an organization, awareness should be raised to:

- Not jump to a conclusion during the planning phase;
- Not point fingers when potential weaknesses are identified; and
- Thoughtfully compile audit evidence to provide added value recommendations to management.
What is Emotional Intelligence?
Continued from Page 8

ADDITIONAL RESOURCES

Bradberry, Travis and Greaves, Jean. Emotional Intelligence 2.0. San Diego: Talent Smart, 2009

Bradberry, Travis. "The Power of Emotional Intelligence", (online video), TEDxUCIrvine (available at YouTube)
Articles From Our Members

Is there a topic or issue that you would like to share with your fellow members? Has an internal audit-related article caught your eye? If your answer is “yes” to either of these, you may be the perfect contributing writer for TCIIA NewsLine! If you would like to contribute an article, please send the article to newsletter103@iiachapter.org.

If you have any questions, feel free to contact us!

Article Submission Deadlines

During the first month of each quarter, a new issue of TCIIA NewsLine will be published. If you're interested in submitting an article, the upcoming submission deadlines are:

- November 30, 2019
- February 29, 2020
- May 31, 2020

Important Links

IIA—Tallahassee Chapter

IIA

AGA—Tallahassee Chapter

AIG—Florida Chapter

Florida Audit Forum

ISACA - Tallahassee Chapter

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