President's Message:

December 2017

Your voice has been heard! Earlier this year, the IIA did a survey regarding the CIA exam. As a result, the IIA Certification Team is updating all three parts of the CIA exams based on your feedback. The updated CIA Exams are expected to be released in January 2019 in English, and other languages beginning in April 2019. CIA Candidates will be able to sit for the current exams until the revised exams are available in their language.

The purpose of the CIA exam is to identify individuals who meet the requisite global competencies in current internal audit practice. The changes to the exam bring the exams up to date with the current global practice of internal auditing, clarify the knowledge and skills that exam candidates must possess in order to pass the exam, and creates greater alignment with the IIA’s Standards.

So, if one of the parts of the CIA exam has been giving you trouble, don’t give up! I’ve heard from several members that part three of the exam has been trying, and my experience was that part three was by far the most difficult. Specifically to part three, the changes refocus the content on the core knowledge and skills that internal auditors must possess to do their job, and a section on data analytics has been added.

The IIA has created a dedicated web page to help members understand the changes and navigate their exam prep during this period of transition. https://na.theiia.org/certification/CIA-Certification/Pages/cia-exam-why-and-how-its-changing.aspx. There is a .pdf explaining the changes and a .pdf with FAQs. And, as always, please call, e-mail, or catch me at a meeting if you have additional questions.

Julie Pennington

December Meeting

Date: Tuesday, December 5, 2017
Place: FHLBank Topeka
One Security Benefit Place
Check in with first floor attendant
Time: 11:30 a.m. – 1:00 p.m.
Menu: Aboud’s Chef’s Choice
Iced Tea and Water
RSVP: By noon, Friday, December 1, 2017
Reservations: Brenda Kindle
FHLBank Topeka
brenda.kindle@fhlbtopeka.com
785-554-4506

Please email Brenda Kindle at brenda.kindle@fhlbtopeka.com if you have any dietary restrictions.

Registration: Member Non-member
Lunch & meeting $15 $20

December Meeting
CPE 1 hours

Speaker – Dr. Chris Kuehl

Topic – 2017 in Review – What’s Ahead

Dr. Chris Kuehl is a Managing Director of Armada Corporate Intelligence. Armada performs the functions of a strategy office for clients through combining the traditions of corporate and competitive intelligence, economic forecasting and strategic planning. The aim is to inform strategic planning through analysis and forecasting. He provides forecasts and strategic guidance for a wide variety of corporate clients around the world. He is the chief economist for several national and international
organizations. Prior to starting Armada in 1999 he was a professor of economics and finance for 15 years – teaching in the US, Hungary, Russia, Estonia, Singapore and Taiwan. He holds a Ph.D. in Political Economics and Master’s Degrees in Soviet Studies and in East Asian Studies.

**Event Refund Policy – The Institute of Internal Auditors (Topeka Chapter):**

The purpose of this policy is to ensure event cancellations are refunded appropriately. Events include, but are not limited to: monthly meetings, luncheons, and seminars.

Cancellations made prior to the event registration deadline will be refunded at 100% of the event fee (or would not be billed if the attendee did not pay in advance).

Cancellations made after the event registration deadline will not be refunded (or would be billed at 100% of the event fee if the attendee did not pay in advance).

*IMPORTANT NOTICE FOR PAYMENTS*

Send all payments for meeting and seminars to:

Capitol Federal
Attention: Lori Miller, Audit Services Department
700 S Kansas Ave
Topeka, KS 66603-3818

**IIA Chat:**

**Name:** Jana Clark  
**Employer:** Kansas State University  
**Position:** Senior Internal Auditor  
**Time in this position:** 4 1/2 years  
**Education:** Bachelor of Science – Secondary Education, Biological Sciences (Kansas State University); Master of Business Administration (Emporia State University)

**What was your first job?** I was a housekeeper at a motel

**What is your favorite food?** Chips and guacamole or apples and peanut butter

**What is your dream vacation?** Driving up the Pacific Coast Highway in a convertible

**What is your favorite TV show?** Whatever my current obsession on Netflix is. Today it’s Last Chance U.

**Name one person (dead or living) you would like to meet?** My maternal great-grandmother.

**What talent would you most like to have?** I’d love to be able to play the piano

**What book are you currently reading?** The Mothers by Jennifer Gilmore

**What is your prized possession?** My KSU football tickets.

**What do you try to avoid?** Drama

**If you could have any job you wanted, what would it be?** A Victoria’s Secret model.

**If you could be present at any historical event, what would it be?** The Holocaust

**What is your greatest accomplishment?** Being a single mother to my 7 year old daughter

**What would you like to get around to doing when you have time?** Traveling more

**How would you like to be remembered?** As a kind, hardworking person with integrity

**Who is the person you most admire and why?** My mom. She has had a very hard life and through it all has focused on the positive. She’s also one of the only people I know who refuses to talk negatively about others
What’s a pet peeve of yours? People who drive slow in the passing lane.

How do you achieve balance between your personal and professional life? I live 30 minutes away from my office so when I go home I focus on home and when I’m at work I focus on work.

What might people be surprised to learn about you? I hate to shop.

Do you have any vacation plans? My immediate family spends a week every summer at Table Rock Lake.

What was your favorite program of the IIA chapter year? Unfortunately I’ve not been able to make any IIA chapter programs this year. I am currently the Distance Learning Director for the Association of College and University Auditors and my responsibilities for that position made it difficult for me to attend the Topeka IIA chapter functions. I’m hoping to make some in 2018!

Updating Your IIA member Information:

IIA members can keep their personal information up to date by visiting the IIA’s website at www.theiia.org. In the upper right hand corner click on “Sign In”. Once you are signed in, click on "Profile" and then "My Profile". Here you will be able to see your information and you can edit your personal information, address, and contact information by clicking on the "Edit" button. You can also update your contact preferences by clicking "My Preferences". If you need additional assistance, please contact Julie Pennington at Julie.Pennington@mymlc.com.

Newsletter Articles:

Please contact Crystal Perez at cperez@capfed.com with any articles or suggestions for the newsletter. You may also know of special events (weddings, promotions, certifications, etc.) that you would like to put in the newsletter.

Volunteer Opportunities:

The Topeka chapter has had proven success because of the people who volunteer their time. Volunteering takes leadership, dedication, and effort. There is currently an opening for the co-chair of the Hospitality committee position. If interested in serving in this role or as an officer or board member for 2017-2018 to continue to enhance the internal audit community, please contact Julie Pennington at Julie.Pennington@mymlc.com.

IIA Learning:

IIA Learning delivers innovative, quality, and convenient internal audit training, development, and networking for all skill levels. The flexible platforms focus on individual auditor training needs, as well as existing and emerging issues to ensure that internal auditors receive the knowledge and proficiency required to provide the highest level of auditing assurance, insight, and objectivity possible. The IIA provides multiple learning opportunities:

1. **Seminars** are in-person and online; led by internal audit experts; cater to all auditor skill levels, topics, CPE needs and learning styles.
2. **Webinars** are short, live presentations, led by internal audit industry professionals; focused on trending topics and addressing challenges.
3. **OnDemand** are convenient, self-paced, and cost effective courses on existing and emerging internal audit topics; accessible online, anytime.
4. **On-site Training** provides an in-person, group training; focused on specific learning need and facilitated by internal audit leaders at your location.
5. **Exam Prep** is a self-study or facilitator-led programs; combines reading materials with online study tools to prepare participants for certification exams.
6. **Executive Development** is strategic guidance and mentoring for internal audit executives; facilitated by executive-level leadership in an elite setting.
Visit the IIA website for registration and more information: www.theiia.org/training

The next Members Only webinar:

Technology: Auditing Data
Date: Tuesday, November 21, 2017
Time: 12:00 Noon – 1:00 P.M. CST

2017 Year-end Legislative Review with Arnold & Poter Kaye Scholer
Date: Wednesday, December 20, 2017
Time: 12:00 Noon – 1:00 P.M. CST

Preparing for the Future: What Internal Auditors can expect in 2018
Date: Tuesday, February 20, 2018
Time: 12:00 Noon – 1:00 P.M. CST

The next eSeminars:

Assessing Risk: Ensuring Internal Audit
Date: December 6 - 15, 2017
Time: 1:00 P.M. – 4:20 P.M. CST

Audit Report Writing
Date: January 22 – 31, 2018
Time: 11:00 P.M. – 2:20 P.M. CST

Auditing Security Monitoring
Date: May 7 - 9, 2018
Time: 1:00 P.M. – 3:00 P.M. CST

Cybersecurity Auditing in an Unsecure World
Date: February 13 - 22, 2018
Time: 11:00 A.M. – 2:20 P.M. CST

Data Analysis for Internal Auditors
Date: March 21 – 22, 2018
Time: 1:00 P.M. – 4:20 P.M. CST

Enterprise Risk Management: Elements of the Process
Date: December 5 - 14, 2017
Time: 1:00 P.M. – 4:20 P.M. CST

Fundamentals of Internal Auditing
Date: December 18, 2017
Time: 4:00 P.M. – 8:00 P.M. CST

Fundamentals of IT Auditing
Date: December 4 - 13, 2017
Time: 11:00 A.M. – 2:20 P.M. CST

IT General Controls
Date: November 28 - 30, 2017
Time: 5:15 P.M. – 7:15 P.M. CST

Lean Six Sigma Tools for Internal Audit Fieldwork
Date: April 17 - 26, 2018
Time: 11:00 A.M. – 2:20 P.M. CST

Lean Six Sigma Tools for Internal Audit Planning
Date: December 5 - 14, 2017
Time: 1:00 P.M. – 4:20 P.M. CST

Operational Auditing: Influencing Positive Change
Date: January 16 - 25, 2018
Time: 1:00 P.M. – 4:20 P.M. CST

Performing an Effective Quality Assessment
Date: February 5 – 14, 2018
Time: 1:00 P.M. – 4:20 P.M. CST

Risk-based Auditing: A Value Add Proposition
Date: January 17 - 26, 2018
Time: 11:00 A.M. – 2:20 P.M. CST

Statistical Sampling for Internal Auditors
Date: February 19 - 22, 2018
Time: 1:00 P.M. – 4:20 P.M. CST

Succession Planning: Leveraging and Influencing Millennials and Other Generations
Date: December 19 – 20, 2017
Time: 4:00 P.M. – 7:30 P.M. CST
Bookstore:

THIS MONTH’S FEATURE:  
*Driving Audit Value (Vol. I): Audit Function Strategy*

Audit Function Strategy differs from all the other books about Internal Audit, in the way it combines the theoretical knowledge and the best practice frameworks with the practical experiences of a seasoned CAE:

- This is the first and only book that develops a clear strategy for the IA Function. It reflects on the IA Function from an entirely new perspective by defining its added value, how this added value can be measured, and how this added value can be attained through value drivers and value enables.

- The IA Function Strategic Model© provides transparency for the main success principles for an IA Function, providing a unique new frame of reference for understanding and managing audit strategy at the IA Function level.

- This book includes the practical experiences, examples, tips and foremost solutions, from a seasoned CAE. The content of this book draws upon 28 years of business experience, of which 16 years as leader of Internal Audit Functions of globally operating corporations.

With hundreds of titles to choose from, including books, training materials, certification preparation, interactive programs, and more. The IIA Research foundation Bookstore is your one-stop shop for internal audit resources. All Bookstore products have been reviewed by internal auditors to guarantee a perfect fit. Check out the member’s only bookstore for resources for all your Internal Auditing needs.

IIA Bookstore.

CONGRATULATION CORNER!

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:

**ANNIVERSARIES**

Join us in congratulating for following individuals celebrating significant milestones as members of the IIA:

(Stage to Report This Month)

**CIA’s**

Join us in congratulating the following individuals in obtaining their Certified Internal Auditor (CIA) certification. This 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.

(Stage to Report This Month)

**WELCOME NEW IIA CHAPTER MEMBERS**

The Topeka Chapter would like to extend a warm welcome to our new members who recently joined our group.

(Stage to Report This Month)

**IA Magazine Website:**

The digital edition of Internal Auditor is a full replicated version of the magazine that delivers internal audit insights and news in a visually enhanced, user-friendly design with new topic
sections, enhanced search, and much more!

Visit the website at www.internalauditor.org and check out the October 2017 issue featuring “Digging for Knowledge” where Arthur Piper discusses how business acumen’s within internal audit teams reinforce their value and reduce their limitations.

The IIA’s CIA Learning System:

Certified Internal Auditor (CIA): Strengthen Your Core

As The IIA’s premier designation for more than 40 years, the CIA sets the standard for excellence within the profession. The CIA journey begins with a focus on The IIA’s International Standards for the Professional Practice of Internal Auditing (Standards) and aspects of mandatory guidance under the IPPF. The journey continues with a focus on managing an internal audit project and culminates with concepts related to internal control, risk, governance, and technology. The CIA is a 3-part process for establishing your foundational core and starting point for career growth to:

- Distinguish you from your peers.
- Demonstrate your proficiency with internal staff and external clients.
- Develop your knowledge of best practices in the industry.
- Demonstrate your proficiency and professionalism.
- Lay a foundation for continued improvement and advancement.

The IIA offers eight different certifications or qualifications in internal audit-related fields. Why become certified? Well, there are a number of reasons. Earning a certification is a key that opens doors to opportunities in internal audit. Certifications help you earn credibility and respect in your field, increases the opportunity for advancement in your career (and therefore also your earning potential), demonstrates your commitment to the profession, improves your skills and knowledge, and builds confidence in your abilities.

If those reasons aren’t enough, here’s another. Every year, the IIA discounts the exam application fee for each credential for a full month. This month, the IIA is discounting the application fee for the Certified Professional Environmental Auditor designation. That’s a savings of $230.

So, if you have ever thought of becoming certified or qualified, ask one of our members who have been through the process to help guide you. You can get one of the competency certifications (CRMA, CCSA), one of the industry certifications (CFSA, CGAP, CPEA, CPSA), or the qualification (QIAL) without having to first pass the CIA exam. These different certifications cover areas such as control self-assessment, risk management and assurance, financial services, government, environmental, safety, and internal audit leadership.

That’s not to minimize the value of the CIA designation. The CIA designation is the hallmark designation of internal audit, and is the only globally accepted designation for internal auditors and the standard by which individuals demonstrate their professionalism in internal auditing. The IIA offers 20% off of the CIA Learning System if you order through your local chapter, and the IIA extends this offer year-round.

Gleim Discount:

The Topeka Chapter has partnered with Gleim CIA Review to ensure your success on the CIA exam!

Gleim CIA Review is the most widely used CIA prep course. More CIAs have used Gleim to pass the CIA Exam than all other prep courses combined. The exceptional content now includes over 40 hours of in-depth video lectures and comprehensive question test banks that cover all of the topics tested and are presented in a format that replicates your exam-day experience. In addition, CIA candidates enjoy a no-hassle Access Until You Pass® Guarantee and customized support from a team of CIA exam prep experts.
As a member of the chapter, you are eligible for a 10-20% discount on Gleim CIA Review Systems. To take advantage of the reduced prices and to place your order, log into the Members Only section of the Chapter website.

Please contact our Gleim representative, Melissa Leonard, with any questions regarding the Gleim materials or discounts available. Call her at (800)874-5346 or via email IIAChapters@gleim.com.

**Certifications Requirements**

Reminder CPE/CPD credits are required to be reported by the end-of-year to keep your IIA designation active, REPORT NOW. The deadline is Dec 31, 2017.

If you are still in need for CPE there’s still time to earn additional CPEs. IIA offers training in convenient and flexible formats, including On-Demand, Online and In-Person Training. Other Ways to Earn CPE’s is writing/publishing a book or research papers; give a presentation; write exam questions and more. Visit individual certification CPE requirement pages or see Administrative Directive No. 4 for details.

In 2018, two of the required CPE/CPD credits earned must be in Ethics.

**Chapter Achievement Program (CAP):**

Do any of your internal audit activities earn Chapter Achievement Program (CAP) points for your Topeka Chapter of the IIA? What is CAP, why is it important and what can you do to help?

The Chapter Achievement Program (CAP) is designed by the Institute of Internal Auditors to guide chapters for developing quality programs and completing administrative duties to ensure it is meeting its obligations to its members. Points are awarded for each activity in accordance with the IIA guidelines. The goal is to provide valuable professional activities and development opportunities to our members and earn CAP points.

Certain activities that are conducted by member may qualify. Points are reported to the IIA on the 10th of each month covering three areas:

**Service to Members:** Attendance at monthly meetings, conferences and seminars, social events and new IIA certification.

**Service to the Profession:** Academic Relations; Chapter Scholarship Program, Student events held by the chapter. Advocacy; Junior Achievement Involvement, Building Awareness Champion Program, funding support for District advisors and District Representatives, Internal Audit Awareness month events, Host an Internal Audit event at work, Audit Channel TV submissions, Write exam questions for IIA certifications, Submit or Publish an article in the Internal Auditor magazine, participate on a non IIA sponsored or an IIA sponsored Quality Review Team, Chapter recognizes the member company for completing their QA.

**Chapter Administration:** Involves administrative reporting requirements to the IIA.
Chapter Objectives

Service to Members

- Education Objective: Offer over 20 hours per year of affordable CPE with more than 60% rated as excellent.
- Certification Objective: Two members become certified annually.
- Social Objective: Members get to know other members from different organizations.

Service to Profession

- Membership Objective: Increase active membership.
- Professional Development Objective: Continue to offer affordable and quality training for auditors.
- Academic Relations Objective: Promote the profession at Washburn University.

Chapter Administration

- Leadership Development Objective: Have 1 or 2 officers attend the Leadership Conference.
- Chapter Finance Objective: Have our lunch meeting fees cover the meeting expense; make additional income from the seminars to fund other activities (Leadership Conference, WU scholarship, WU student night).
- Communication and Participation Objective: Send out monthly newsletter and update website.
### CAP Summary

<table>
<thead>
<tr>
<th>Category</th>
<th>Minimum for Bronze</th>
<th>Chapter Points (to Date)</th>
<th>% of Minimum</th>
<th>Balance to Minimum</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Service to Members</td>
<td>325.00</td>
<td>128.55</td>
<td>40%</td>
<td>196.45</td>
</tr>
<tr>
<td>II. Service to Profession</td>
<td>200.00</td>
<td>211.10</td>
<td>106%</td>
<td>Achieved!</td>
</tr>
<tr>
<td>III. Chapter Administration</td>
<td>160.00</td>
<td>149.00</td>
<td>93%</td>
<td>11.00</td>
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<tr>
<td></td>
<td><strong>685.00</strong></td>
<td><strong>488.65</strong></td>
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</table>

Total from Master Template: 488.65

**Current CAP Status:** Pending

**Targets:**
- Bronze: 685.00
- Silver: 1,060.00
- Gold*: 1,560.00

*Platinum 10 consecutive years of Gold

The following levels were added in 2016:
- Ruby 10 consecutive years of Platinum
- Sapphire 15 consecutive years of Platinum
- Diamond 25 consecutive years of Platinum

**Topeka CAP History**
- 1990-1999: Gold
- 2000-2015: Platinum
- 2016-2017: Sapphire
### 2017 – 2018 Officers and Board of Governors

<table>
<thead>
<tr>
<th>Role</th>
<th>Name</th>
<th>Organization</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td>Julie Pennington</td>
<td>Mosaic Life Care</td>
<td>(816)271-8849</td>
<td><a href="mailto:julie.pennington@mymlc.com">julie.pennington@mymlc.com</a></td>
</tr>
<tr>
<td>1st VP, Seminars</td>
<td>Marie Winter-Zima</td>
<td>Capitol Federal</td>
<td>(785) 231-6394</td>
<td><a href="mailto:mwinter-zima@capfed.com">mwinter-zima@capfed.com</a></td>
</tr>
<tr>
<td>2nd VP, Programs</td>
<td>Brenda Kindle</td>
<td>FHLBank</td>
<td>(785) 438-6152</td>
<td><a href="mailto:brenda.kindle@fhlbtopeka.com">brenda.kindle@fhlbtopeka.com</a></td>
</tr>
<tr>
<td>Secretary</td>
<td>Elizabeth Salas</td>
<td>Westar Energy</td>
<td>(785) 575-8322</td>
<td><a href="mailto:elizabeth.salas@westarenergy.com">elizabeth.salas@westarenergy.com</a></td>
</tr>
<tr>
<td>Treasurer</td>
<td>Angie Drake</td>
<td>FHLBank</td>
<td>(785) 218-4481</td>
<td><a href="mailto:angie.drake@fhlbtopeka.com">angie.drake@fhlbtopeka.com</a></td>
</tr>
<tr>
<td>Board Member, 1st VP, Seminars</td>
<td>Tony Risinger</td>
<td>Westar Energy</td>
<td>(785) 575-1968</td>
<td><a href="mailto:tony.risinger@westarenergy.com">tony.risinger@westarenergy.com</a></td>
</tr>
<tr>
<td>Board Member, 2nd VP, Programs</td>
<td>Amelia Noe</td>
<td>Westar Energy</td>
<td>(785) 575-1871</td>
<td><a href="mailto:amelia.no@westarenergy.com">amelia.no@westarenergy.com</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Justin Stowe</td>
<td>LPA</td>
<td>(785) 296-7977</td>
<td><a href="mailto:justin.stowe@lpa.ks.gov">justin.stowe@lpa.ks.gov</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Andrea Robben</td>
<td>BCBS</td>
<td>(785) 291-8897</td>
<td><a href="mailto:andrea.robben@bcbsks.com">andrea.robben@bcbsks.com</a></td>
</tr>
<tr>
<td>Board Member, Secretary</td>
<td>Robert Knott</td>
<td>Capitol Federal</td>
<td>(785) 231-6355</td>
<td><a href="mailto:rknot@capfed.com">rknot@capfed.com</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Shanae Gooden</td>
<td>Kansas Army National Guard</td>
<td>(785) 274-1265</td>
<td><a href="mailto:asgooden@gmail.com">asgooden@gmail.com</a> <a href="mailto:shanae.d.gooden.civ@mail.mil">shanae.d.gooden.civ@mail.mil</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Crystal Perez</td>
<td>Capitol Federal</td>
<td>(785) 231-6359</td>
<td><a href="mailto:cperez@capfed.com">cperez@capfed.com</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Lori Miller</td>
<td>Capitol Federal</td>
<td>(785) 231-6396</td>
<td><a href="mailto:lmiller@capfed.com">lmiller@capfed.com</a></td>
</tr>
<tr>
<td>Board Member</td>
<td>Jenny Tryon</td>
<td>Westar Energy</td>
<td>(785) 575-1652</td>
<td><a href="mailto:jenny.tryon@westarenergy.com">jenny.tryon@westarenergy.com</a></td>
</tr>
<tr>
<td>Audit Committee</td>
<td>Richard McMullen</td>
<td>Kansas Department of Transportation</td>
<td>(785) 296-5399</td>
<td><a href="mailto:mcmullen@ksdot.org">mcmullen@ksdot.org</a></td>
</tr>
<tr>
<td>Finance Committee</td>
<td>Angie Drake</td>
<td>FHLBank</td>
<td>(785) 218-4481</td>
<td><a href="mailto:angie.drake@fhlbtopeka.com">angie.drake@fhlbtopeka.com</a></td>
</tr>
<tr>
<td>Nominating Committee</td>
<td>Julie Pennington</td>
<td>Legislative Post Audit</td>
<td>(785) 296-5817</td>
<td><a href="mailto:julie.pennington@lpa.ks.gov">julie.pennington@lpa.ks.gov</a></td>
</tr>
<tr>
<td>Nominating Committee</td>
<td>Tony Risinger</td>
<td>Westar Energy</td>
<td>(785) 575-1968</td>
<td><a href="mailto:tony.risinger@westarenergy.com">tony.risinger@westarenergy.com</a></td>
</tr>
<tr>
<td>Social Media (Chapter Website and MMT Administrator)</td>
<td>Justin Stowe</td>
<td>LPA</td>
<td>(785)-296-7977</td>
<td><a href="mailto:justin.stowe@lpa.ks.gov">justin.stowe@lpa.ks.gov</a></td>
</tr>
<tr>
<td>Academic Relations</td>
<td>Reza Espahbodi</td>
<td>Washburn University</td>
<td>(785) 670-1010</td>
<td><a href="mailto:reza.espahbodi@washburn.edu">reza.espahbodi@washburn.edu</a></td>
</tr>
<tr>
<td>Government Relations</td>
<td>Mary Hoover</td>
<td>DCF</td>
<td>(785) 296-2973</td>
<td><a href="mailto:mary.hoover@dcf.ks.gov">mary.hoover@dcf.ks.gov</a></td>
</tr>
<tr>
<td>Newsletter</td>
<td>Crystal Perez</td>
<td>Capitol Federal</td>
<td>(785) 231-6359</td>
<td><a href="mailto:cperez@capfed.com">cperez@capfed.com</a></td>
</tr>
<tr>
<td>Hospitality</td>
<td>Brenda Kindle (Chair)</td>
<td>FHLBank</td>
<td>(785) 438-6152</td>
<td><a href="mailto:brenda.kindle@fhlbtopeka.com">brenda.kindle@fhlbtopeka.com</a></td>
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<tr>
<td>Certificates</td>
<td>Tony Risinger</td>
<td>Westar Energy</td>
<td>(785) 575-1968</td>
<td><a href="mailto:tony.risinger@westarenergy.com">tony.risinger@westarenergy.com</a></td>
</tr>
<tr>
<td>Membership Committee</td>
<td>Brenda Kindle</td>
<td>FHLBank</td>
<td>(785) 438-6152</td>
<td><a href="mailto:brenda.kindle@fhlbtopeka.com">brenda.kindle@fhlbtopeka.com</a></td>
</tr>
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</table>
## TOPEKA IIA 2017-2018 SCHEDULE AND LOCATIONS

<table>
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<tr>
<th>Date</th>
<th>Lunch Meeting</th>
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<tr>
<td>Tuesday, December 5, 2017</td>
<td>Lunch Meeting (1 CPE) Dr. Kuehl 2017 in Review – What’s Ahead</td>
<td>FHLB</td>
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<tr>
<td>Tuesday, January 9, 2018</td>
<td>Lunch Meeting (1 CPE) Rebecca Collins Emotional Intelligence Bartlett and West</td>
<td>KDOT</td>
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<td>Tuesday, February 6, 2018</td>
<td>Lunch Meeting (1 CPE) Ben Engelken Solea Energy</td>
<td>Westar</td>
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<td>Tuesday, March 6, 2018</td>
<td>Lunch Meeting (1 CPE) Protiviti Excel Tips</td>
<td>Museum of Kansas National Guard</td>
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<td>Tuesday, April 3, 2018</td>
<td>Lunch Meeting (1 CPE) Jim Baird Security Targets</td>
<td>Cap Fed</td>
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<td>Thursday, April 12, 2018</td>
<td>Spring Seminar John Hall</td>
<td>FHLB</td>
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<td>Tuesday, May 1, 2018</td>
<td>Lunch Meeting (2 CPE) Dr. Scofield Ethics</td>
<td>Westar</td>
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*Locations are subject to change*
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.”

*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 140 locations worldwide and offers online job search services at [www.roberthalfmr.com](http://www.roberthalfmr.com). Follow our blog at [www.roberthalf.com/blog](http://www.roberthalf.com/blog).*
Wanamaker is currently under construction changes. It may or may not be open to 6th street at the time of the December meeting. Safest route is take the Fairlawn exit from I-70 to 6th street. Also, 6th street is closed to through traffic from Gage to Fairlawn.