President’s Message:
Don’t forget, the March luncheon meeting is our annual meeting where we vote on officers and board members for the next chapter year. We will vote on the following:

- Marie Winter-Zima – President
- Brenda Kindle – First Vice President
- Jeffrey Igeracic – Second Vice President
- Elizabeth Salas – Secretary
- Angie Drake – Treasurer
- Daniel McCarville – Board of Governors
- Mark Zillinger – Board of Governors

Julie Pennington

March Meeting
CPE 1 hours

Speakers – Brian Anderson, Protiviti
Diane Frese, Protiviti

Topic – Excel Tips

Brian is a Senior Manager within the IT Consulting service line of the Protiviti Kansas City office. During his time at Protiviti, he has participated in and overseen multiple SAP GRC implementations, reviewed existing GRC installations, and performed SAP segregation of duties reviews. In addition to SAP Brian also specializes in IT General Controls, Sarbanes-Oxley, and IT Audit.

Diane is a Senior Consultant in Protiviti’s IT Audit and IT Consulting practices. Since joining Protiviti in 2015 she has worked on a variety of projects, including SOX ITGC testing, access management reviews, and various risk assessments. Diane has worked on projects in the retail, financial services, technology, and governmental sectors.

Brian and Diane will present Excel tips and tricks to help streamline audit reports.

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).
**Topeka Chapter IIA 2018 Spring Seminar**

**Save the Date**

**Speaker:** John Hall  
**Topic:** Leadership, Collaboration and Influence Skills  
**Date:** Thursday, April 12, 2018  
**Location:** FHLbank  
**Time:** 8:00 – 4:00, registration starts at 7:30  
**CPE:** 8 hours

**Summary of Spring Seminar Topic**

To sell their ideas and influence positive action, every professional must master the business skills of leadership, influence and collaboration. And what we need to do that is proven ideas and action steps we can take back and use on the job immediately. In this ‘how to’ session, that’s exactly what you get.

**Learning Objectives**

In this program, participants will learn:

- How to build legitimate business rapport and trust
- The power of pre-framing and idea seeding
- 4 critical components of selling improvement ideas
- When and how to use pain and pleasure variables to influence others
- What internal leadership skills look like – and how to use them to motivate others to act
- Why every business discussion is a presentation
- How to collaborate effectively (without getting run over in the process)

**IIA Chat:**

**Name:** Kurt Kidd  
**Employer:** Capitol Federal  
**Position:** IT Auditor  
**Time in this position:** 10 months  
**Education:** Baylor University  
Management Information Systems

**What was your first job?** I was a life guard at a large waterpark in San Antonio

**What is your favorite food?** Chips

**What is your dream vacation?** Captaining a yacht to a private island

**What is your favorite TV show?** Stranger Things

**What talent would you most like to have?** Photographic memory

**What book are you currently reading?** James and the Giant Peach, one chapter a night. It’s fun to read books I remember from my childhood to my kids.

**What do you try to avoid?** Being late

**If you could have any job you wanted, what would it be?** Batman. Mostly because of all the cool gadgets. Oh, and helping people too.

**If you could be present at any historical event, what would it be?** The Apollo 11 moon landing. July 21, 1969, 02:56:15 UTC, when Armstrong stepped onto the moon. I think space is fascinating and to be able to stand on the Moon and look back at Earth would be amazing.

**What would you like to get around to doing when you have time?** Woodworking. I enjoy building furniture pieces and working on projects with the kids.

**Who is the person you most admire and Why?** My Grandpa. He lived to be 100 years and 10 months. He was always such a joy to be around and loved his grandkids. He was a steel worker, WWII veteran and
huge Dirty Harry fan. I wish I had lived closer to learn more from him.

What's a pet peeve of yours?
#Hashtags#theworst#stoppingthem#sorrynotsorry#lol

What is your favorite Winter Olympic event to watch? I don’t have a favorite but many of them are captivating. I like the novelty of only watching them every 4 years. It amazes me what the human body can do. I would like to try Luge, Skeleton and Ski jumping.

**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. If interested in serving 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](http://www.theiia.org/training)

**The next Members Only webinar:**

**Auditing the Organization’s Compliance with the General Data Protection Regulation (GDPR)**

- **Date:** Tuesday, March 20, 2018
- **Time:** 12:00 Noon – 1:00 P.M. CST

**Turning Ethical Challenges into Strategic Opportunities**

- **Date:** Tuesday, April 17, 2018
- **Time:** 12:00 Noon – 1:00 P.M. CST
The next eSeminars:

Assessing Risk: Ensuring Internal Audit
Date: April 3 - 12, 2018
Time: 11:00 A.M. – 2:20 P.M. CST

Audit Report Writing
Date: March 5 - 14, 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: May 14 - 23, 2018
Time: 1:00 P.M. – 4:20 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: A Driver for Organizational Success
Date: June 19 - 28, 2018
Time: 1:00 P.M. – 4:20 P.M. CST

Fundamentals of Internal Auditing
Date: April 13, 2018
Time: 11:00 A.M. – 3:00 P.M. CST

Fundamentals of IT Auditing
Date: May 1 - 10, 2018
Time: 4:00 P.M. – 7:20 P.M. CST

IT General Controls
Date: March 13 – 15, 2018
Time: 1:00 P.M. – 3:00 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: May 15 – 24, 2018
Time: 1:00 P.M. – 4:20 P.M. CST

Operational Auditing: Influencing Positive Change
Date: May 14 - 23, 2018
Time: 11:00 A.M. – 2:20 P.M. CST

Performing an Effective Quality Assessment
Date: April 16 - 25, 2018
Time: 1:00 P.M. – 4:20 P.M. CST

Risk-based Auditing: A Value Add Proposition
Date: April 9 - 18, 2018
Time: 1:00 P.M. – 4:20 P.M. CST

Statistical Sampling for Internal Auditors
Date: August 6 - 9, 2018
Time: 1:00 P.M. – 4:20 P.M. CST

Succession Planning: Leveraging and Influencing Millennials and Other Generations
Date: March 26 – 28, 2018
Time: 1:00 P.M. – 3:00 P.M. CST

Bookstore:
THIS MONTH’S FEATURE:
Message, Brand, and Dollars: Auditing Marketing Operations

Message, Brand, and Dollars shows how these two opposites can work together to drive an organization’s marketing success. Peter Scott and Mike Jacka, leading experts on social media compliance and coauthors of Auditing Social Media: A Governance and Risk Guide, explain:

- The difference between auditing marketing and auditing the marketing department.
- The key documents unique to marketing—creative brief, brand standards manual, image standards, and media strategies—that help guide operations.
- The role of brand management, creative services, and media (including social media) in achieving marketing strategies.
- The unique requirements of agency relationship management, how these support the overall operations, and where things might go wrong.
• Ways internal audit can review marketing activities to help ensure risks have been properly identified and appropriate controls have been established.

What not only makes the practice of marketing a challenge—but also the performance of an internal audit—are the many ways to develop, implement, staff, and direct activities. *Message, Brand, and Dollars* contains practical information that any internal auditor needs to gain a better understanding of marketing.

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:

**15 Years**
Monica Woods

**20 Years**
Gary Pelcak

**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.

(Competitors to Report This Month)

**la 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.interonalauditor.org](http://www.interonalauditor.org) and check out the February 2018 issue featuring “Board Matters” where Arthur Piper discusses how Internal Audit and the board can align together to serve their organizations when both sides understand and inform the other of their roles and purpose within the organization.

**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. Certification helps 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.

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 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.

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>520.50</td>
<td><strong>160%</strong></td>
<td>Achieved!</td>
</tr>
<tr>
<td>II. Service to Profession</td>
<td>200.00</td>
<td>693.16</td>
<td><strong>347%</strong></td>
<td>Achieved!</td>
</tr>
<tr>
<td>III. Chapter Administration</td>
<td>160.00</td>
<td>167.00</td>
<td><strong>104%</strong></td>
<td>Achieved!</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>685.00</strong></td>
<td><strong>1,380.66</strong></td>
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Total from Master Template: **1,380.66**

**Current CAP Status:** Silver

**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>Position</th>
<th>Name</th>
<th>Company</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>
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<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>
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</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>
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<tr>
<td>Treasurer</td>
<td>Angie Drake</td>
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</tr>
<tr>
<td>Board Member</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</td>
<td>Amelia Noe</td>
<td>Westar Energy</td>
<td>(785) 575-1871</td>
<td><a href="mailto:amelia.noe@westarenergy.com">amelia.noe@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</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>
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<td><a href="mailto:lmiller@capfed.com">lmiller@capfed.com</a></td>
</tr>
<tr>
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</tr>
<tr>
<td>Audit Committee</td>
<td>Richard McMullen</td>
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<td>(785) 296-5399</td>
<td><a href="mailto:mcmullen@ksdot.org">mcmullen@ksdot.org</a></td>
</tr>
<tr>
<td>Finance Committee</td>
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</tr>
<tr>
<td>Nominating Committee</td>
<td>Julie Pennington</td>
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<td>(816)271-8849</td>
<td><a href="mailto:julie.pennington@mymlc.com">julie.pennington@mymlc.com</a></td>
</tr>
<tr>
<td>Social Media (Chapter Website and MMT Administrator)</td>
<td>Justin Stowe</td>
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<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>
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<td>Hospitality</td>
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<td><a href="mailto:brenda.kindle@fhlbtopeka.com">brenda.kindle@fhlbtopeka.com</a></td>
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<td><a href="mailto:lori.miller@capfed.com">lori.miller@capfed.com</a></td>
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<td>FHLBank</td>
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<td><a href="mailto:brenda.kindle@fhlbtopeka.com">brenda.kindle@fhlbtopeka.com</a></td>
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# TOPEKA IIA 2017-2018 SCHEDULE AND LOCATIONS

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Details</th>
<th>Location</th>
</tr>
</thead>
</table>
| Tuesday, March 6, 2018| Lunch Meeting (1 CPE)  
Protiviti  
Excel Tips          | Museum of Kansas National Guard                              |
| Tuesday, April 3, 2018| Lunch Meeting (1 CPE)  
Jim Baird  
Security Targets   | Cap Fed                                                      |
| Thursday, April 12, 2018| Spring Seminar  
John Hall  
Leadership, Collaboration and Influence Skills for Auditors | FHLB                         |
| Tuesday, May 1, 2018  | Lunch Meeting (2 CPE)  
Dr. Scofield  
Ethics            | Westar                                                       |

*Locations are subject to change*
How All Finance Leaders Can Help Shape Corporate Culture

Corporate culture is a powerful thing. A lackluster or negative culture drives top talent away. An inspiring and positive culture attracts it and motivates teams to perform at their best. And when workers are happy in their jobs, they are more likely to become brand ambassadors for their employer, helping to influence public perception of the company’s products, services, mission, values and much more. That, in turn, helps the firm to build a reputation as an employer of choice.

Finance leaders can play a pivotal role in helping to shape their company’s corporate culture — and they should seek out and embrace that opportunity. Yet only about half (51 percent) of the CFOs interviewed for a recent Robert Half Management Resources survey said they are involved in that process. Nearly a quarter (22 percent) said they don’t contribute at all.

As a finance leader, where do you fall on this spectrum? If you haven’t paid much attention to your role in shaping corporate culture before now, you may want to consider making it one of your top responsibilities moving forward. Senior finance executives can help to build and champion corporate culture by defining (or refining, when necessary) the company’s core values and the way they translate into — and form the foundation of — the firm’s culture.

Get others thinking about corporate culture

One way to reinforce corporate culture is by helping employees feel more connected to it, and to see the company’s values and principles in action every day. If your corporate culture is one of openness and transparency, for example, you could take a more active role in improving communication about the health of the business by sharing details of financial performance and failures. If your culture emphasizes teamwork, celebrate successes so that all staff members understand how their work is having an impact.

Also, find ways to drive executive collaboration around corporate culture. While a company’s culture may evolve on its own, to a degree, executives can set the tone and provide direction for how it evolves. Kick off the discussion at senior management meetings by asking, “Are we happy with our current workplace culture?” or “What exactly is our workplace culture?” The answers to these questions could be a wake-up call that management should be doing more to modify, or strengthen, the prevailing corporate culture.

Here are three other ways you can make an impact on corporate culture as a finance leader:

1. Keep corporate culture in focus during the hiring process

When reading resumes and interviewing candidates, look for more than just technical abilities and financial knowledge. Identify professionals with top-notch soft skills. Also, try to make sure that every new hire is someone likely to support the company’s core values. For example, if your business has made innovation a top priority, hire professionals who can build processes designed to spur new ideas.
That doesn’t mean you should hire individuals who won’t question the status quo when appropriate; you’re looking for people who can readily understand what drives your company forward and are keen to help the business achieve its goals.

2. Help your employees build their careers

Does your corporate culture emphasize professional development and growth? If so, is leadership making that clear to employees and helping them visualize their future at the firm? Like many companies, this might be an area where your business needs to step up its efforts. In a recent Robert Half survey, 40 percent of professionals said their managers never discuss their career paths with them. However, 37 percent of workers interviewed said they would like to discuss their career paths at least quarterly, and another 45 percent want to review their options annually.

Become known as a manager who touches base with staff on a regular basis to make sure they’re still satisfied with their job and future options. Not only help them set steps toward their career goals but also make it easier for them to reach those milestones by connecting them with technical training and leadership development in preparation for senior roles. In words and deeds, let them know that they have a real future within your firm and that career advancement is a core part of your culture.

3. Lead by example

A company’s culture is largely the product of its history and its past leaders — but it is always evolving. As a finance leader, you can, and should, take an active interest in reinforcing the positive elements of your company’s culture so it continues to grow and become stronger.

You can do this by “living” your corporate culture and setting a good example for your team. Show pride in your organization, acknowledge the work of others, build positive workplace relationships with colleagues in other departments, and more. Small but powerful everyday actions like these can help to create a work environment where positivity and productivity flourish — the type of corporate culture that any talented professional would want to be part of.

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