



NEW YORK REPORTS

PLATINUM AWARD CHAPTER

SEPTEMBER 2006



Dear Colleagues:

Welcome to the first Fall edition of the newsletter. The Chapter committees have been active over the summer and have planned some great programs in the coming months. We officially kicked-off our workshop program on September 8th. Jeffrey Beck presented the “Champions of Change: Business Process Audit Workshop”, and Rich Cody, the former Governor of New Jersey, was our featured luncheon speaker. Thanks to our speakers, attendees and volunteers (i.e., Crystal Poston, Linda Tan, Amparo Clarkson and Amod Sharma) for making this event a success. All attendees received 7 CPE credits. On September 28th, Mark Arning hosted the monthly General Auditor Roundtable meetings at New York Life.

In October, there are several training opportunities. Details are provided below.

- Our next workshop and luncheon program is scheduled for **October 13th**. Randy Marchany will be facilitating a session on ‘Auditing Wireless Networks’. The luncheon speaker will be Nicole Silsby from Deloitte & Touche. She will be discussing ‘Assessing your Organization’s Governance Process’. (see details on page 9 of the newsletter or the nyiaa.org website). We will also honor the recent recipients of the CIA, CCSA and CGAP designations during our luncheon program.

- On **October 24th**, the NY Chapter will offer a free two-hour Business & Industry CPE training session on the “Top 10 IT Security Audit Challenges, Insights, Experiences & Practical Solutions.” This session will begin at 3:00pm. Much thanks to Julie Connors and Deloitte & Touche for coordinating and sponsoring this event. Details regarding this event are on page 5 of this newsletter.
- The CIA Review classes will be held on **Monday, October 30th through Thursday, November 2nd**. As in the past, the format will be a one-day training session for each part of the exam. Roger McDaniel will be the course instructor and New York Life will sponsor the facility location. Please see page 6 of this newsletter for more details.

In addition, the Chapter will be hosting the CIA, CCSA and CGAP exams in November and conducting a one-day ‘Managing the Audit Function Leadership Symposium’ in December. This symposium will be facilitated by Michael Cangemi, a past president of the NY Chapter, and the author of the book “Managing the Audit Function”. The course will be geared to Audit Managers and limited to 30 attendees. All attendees will receive a copy of the book. More to come regarding this event on the website (nyiaa.org) and in the October edition of the newsletter. Hope to see you at one or more of our upcoming events.

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Editor's Corner



jersey and afghan.

While playing golf this past weekend, I could hear the whistles and cheers of a near by grade school football game. It won't be long before I have to put away my golf clubs for the winter and pull out my football

I went home after my miserable round of golf and turned on the Ryder Cup golf matches only to find out that the USA had once again been trounced by the European team. I don't know what the USA team could have done. The Europeans were on fire as they holed out their chip shots and made every putt. If any of you are looking for new employment, the USA team may be looking for some new players in 2008. If golf is not your fancy, then you might want to check out the career opportunity on page 12.

Featured in this month's issue is a very informative article called Improving Communications on pages 3 - 6. Enjoy this month's newsletter and be sure to visit the website at <http://www.nyiaa.org/>

Camille Herzog, Editor
IIA New York Chapter

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Improving Internal Communications

In this article by Basil Orsini some best practices covering internal communication have been identified through audits that were completed by auditors at Human Resources Development Canada. Some of the best practices that they identified are detailed below.

MANAGING TECHNOLOGY

- **Intranet.** Keeps people informed about HRDC programs and services; easy way to share relevant and useful information widely.
- **Business Television.** Used for training or to relay important messages from the deputy minister to all managers and/or staff.
- **Web Sites.** Sites for functional groups within the organization provide awareness of HRDC programs and current information on staff members and areas of responsibility.
- **Localnet.** An information "broker" sorts all e-mail messages sent to a given site and sends them to predetermined folders, most of which are accessible by staff in the office.

MEETINGS

- **Networks.** Groups that focus on a particular topic or issue; a "community of interests." Information is exchanged via e-mail, conference calls, or face-to-face meetings. Networks are used to share ideas, tools, and practices with colleagues.
- **Staff Meetings.** Informal, regular meetings with staff, by staff. Meetings are brief, use an agenda, and provide minutes; chair is rotated. Meetings usually consist of, but are not exclusive to, self-managed teams; they provide opportunity for discussion and allow delivery of a consistent message.
- **Conference Calls.** Brief, regular calls for geographically dispersed teams to share hot issues, updates, and information on important priorities; sometimes used to make decisions.

ORIENTATION

- **Sessions for New Employees.** Introduce new employees to the organization and provide them with an overview of organizational mandates and structure.
- **Mentoring.** New employees are assigned a staff member who will act as a mentor to respond to their queries and serve as a sounding board.

- **Profile of Employee New to Group.** Use a local newsletter or e-mail to introduce a new employee—including a picture—or to profile an existing employee under a did-you-know section.
- **Office Tours.** Opportunity to meet staff face-to-face and to get a sense of what they do.

RECOGNITION

- **Weekly Awards.** Given by staff members to their co-workers for random acts of kindness, helping out, or for honorable mentions. The recognized employee gets to keep the award in his or her office for that week.
- **Managers Cook Breakfast.** All managers host and pay for a staff breakfast.
- **Long Service Award.** A gift—such as a watch—presented in recognition of 25 years of involvement in the public service.

SUPPORTING PEOPLE

- **Assignments.** Opportunity for staff to go on assignment to another area or region to increase knowledge and skills.
- **All-staff Retreats.** Conferences or workshops held off-site annually for all staff in a group or branch. Sessions include team-building activities, social events, and a developmental component.
- **Social Events.** Includes team or branch barbecues, Christmas parties, potluck lunches, and birthday celebrations.
- **"Sacred Time."** Setting aside specific times for staff to complete certain tasks, such as reviewing and responding to e-mail or other correspondence, or for internal group meetings.

TOOLS

- **Learnscape Software Self-assessment Tool.** Software that allows staff to conduct a self-assessment against core competencies and identify learning needs.
- . Used to track who is in the office, note issues and thoughts for the day, highlight birthdays, etc. Placed in a focal point where all will see. Often includes colors and cartoons for visual interest/fun.
- **Brochures.** Newsletters produced by specific departments to update other groups on important

issues or any noteworthy items or developments. Style is user-friendly and easy to follow.

- **Regular Newsletters.** Keeps staff informed of ongoing activities and future direction, recognizes staff contributions and special events, and allows for staff input.

VISIBLE LEADERSHIP AND INFORMATION SHARING

- **Senior Management Debriefings.** Provides information to staff after important meetings, such as national conferences or management board meetings. This is usually done either face-to-face or by e-mail.
- **Management Feedback.** Managers clearly explain their expectations to staff and provide regular feedback on whether those expectations are being met.
- **Weekly E-mail Report.** Director prepares and distributes a weekly e-mail report to keep staff informed of initiatives and events.

WORK TEAMS

- **Self-directed Work Teams.** Team of employees who manage themselves and independently handle issues such as workload distribution and holiday schedule.
- **Virtual Team.** Team of employees who are not all located in the same site. They often communicate via conferencing and e-mail.
- **Staff-initiated Work Teams.** Employee-initiated self-managed groups, supported by management, to deal with workplace issues identified by staff.

**The final audit report, which includes the complete list of internal communications best practices, is available to the public on the HRDC Web site at www.hrdc-drhc.gc.ca/fas-sfa/iab-bvi/menu/tab02.shtml.*

BEYOND BEST PRACTICES

Although the communications best practices we identified were informative and useful, the data we collected also suggest that these practices and tools by themselves are not enough. Certain underlying values must be present to ensure successful communication. The common values or themes that we found among our organization's best practices were trust, relationships, planning, respect, authenticity, recognition, openness, integrity, and interaction. We believe that these eight elements are inherent to effective communication.

In addition, we found a number of distinctive qualities that ran through these eight broad themes. Specifically, our

study shows that effective internal communication:

- Builds relationships
- Builds a sense of community.
- Creates opportunities for networking and sharing of best practices.
- Fosters trust.
- Encourages participation of all staff.
- Provides immediate feedback.
- Ensures that everyone gets the same message at the same time.
- Facilitates common understanding.
- Encourages team building.
- Enhances informed decisions through information sharing.
- Celebrates and recognizes achievements and staff contributions.
- Leads to improved performance.
- Increases efficiency and effectiveness of operations.
- Emphasizes face-to-face and two-way communications.
- Empowers staff.
- Creates opportunities for learning and development.

BASIL ORSINI, CIA, CFE, is director, audit policy, planning, and client support with Human Resources Development Canada; basil.orsini@hrdc-drhc.gc.ca.

This article was edited to fit this newsletter and was reprinted, with permission from December 2000 issue of Internal Auditor, published by The Institute of Internal Auditors, Inc. www.theiia.org²



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**The Institute of Internal Auditors
Auditors- New York Chapter**

Invites you to attend:
“Top 10 IT Audit Challenges:
Insights, Experiences and Practical Solutions”

Presented by:

Sarah Adams, National IT Internal Audit Director, Deloitte & Touche
Larry Samano, Enterprise Risk Services Senior Manager, Deloitte & Touche

October 24, 2006

Time: 3:00 – 5:00

*Place: Deloitte & Touche, 2 World Financial Center, 3rd Floor,
Meeting Rooms A & B*

Directions: Take Subway E Train to World Trade Center Stop or the N or R Train to Rector
CPE/CPD Qualifications: 2 CPE/CPD Hours for Participants

EEmail your registration form to horal@deloitte.com or fax the form to 212-653-4555. If you have questions, please contact Hal Oral at 212-436-3495. The registration deadline is October 19th. A registration form template follows:

**IIA NY Chapter
Special Event Registration Form
October 24, 006**

Registrant Name	
Company	
Phone #	
Business Address	
Email Address	
Chapter Affiliation	
IIA Member	Yes No (circle one)

CIA EXAM CANDIDATES

Now is the time to sit for and pass the Certified Internal Auditor (CIA) exam. To assist you the New York Chapter is yet again offering a preparation course.

<i>Section</i>	<i>Dates & Time</i>	<i>Cost</i>	<i>CPEs</i>
<i>Part I</i>	Monday, October 30, 2006 7 hours 8:30 AM to 4:30 PM	\$ 75	7
<i>Part II</i>	Tuesday, October 31, 2006 7 hours 8:30 AM to 4:30 PM	\$75	7
<i>Part III</i>	Wednesday, November 1, 2006 7 hours 8:30 AM 4:30 PM Thursday, November 2, 2006 3.5 hours 8:30 AM to 12:00 PM	\$100	10.5
<i>Part IV</i>	Thursday, November 2, 2006 3.5 hours 1:00 PM to 4:30 PM	\$50	3.5

Where?

New York Life Insurance
51 Madison Avenue (btw 26th and 27th Streets) – HR Learning Center, rooms
Madison north & south.

Reservations are on a “First Come Basis.” For Information & Registration contact:

Brian Mannix: e-mail Brian_Mannix@newyorklife.com; Telephone: (212) 576-5928 or
Juan Perez: e-mail juan_h_perez@newyorklife.com; Telephone: (212) 576-7984.

Refer-A-Friend

Word-of-mouth is the best advertising that money often cannot buy. It happens when one person sees value in something, tells another person about it, prompting that second person to seek out the same experience.

That is the concept behind The Institute of Internal Auditors' (IIA's) Refer-A-Friend Membership Campaign. This year's campaign runs from Oct. 1 through Nov. 15. The campaign continues to enjoy more success with each passing year. That is because members who participate find countless opportunities to share the value of IIA membership with a range of people including co-workers, friends, and fellow audit committee members. It's a topic they find relevant and easy to bring up during office meetings, coffee breaks, and social events. Some members have even referred individuals they end up conversing with while waiting for a flight.

For long-time IIA member and college professor Priscilla Burnaby, CPA, Ph.D., it's a no-brainer. The IIA provides services and programs her internal audit students at Bentley College, in Waltham, MA, can benefit from, so she strongly encourages them to join. "I'm not necessarily representative of other members in that I don't go out and beat the bushes," she says. "I simply see value in what The IIA offers and I always encourage my students to join. This semester will be no exception. There will likely be several students from my classes who join."

Throughout the semester, Burnaby assigns projects that often require her students to research current internal audit topics on the extensive IIA Web site, and also use the *Professional Practices Framework*. "I just think that every single individual, involved in the practice of internal audit, should be a member of the foremost organization maintaining and promoting the *Standards* for the profession," says Burnaby. "The *Standards* should be studied and understood by everyone in internal audit. That's why I think it's key for my students to join."

This year, each IIA member that refers a friend will be entered into a drawing for a chance to win one of three US \$500 Visa gift cards. Additionally, for each new member that person recruits, they will receive a US \$5 specialty coffee gift card as a thank you from The IIA. Complete campaign details are available at www.theiia.org/membership.



CARRYING ON A LEGACY – THE COMMON BODY OF KNOWLEDGE 2006

The Institute of Internal Auditors Research Foundation (IIARF) is committed to understanding how the practice of internal auditing is carried out around the world and using this knowledge to provide guidance to our more than 115,000 members. Today, this effort is taking a monumental step forward.

The IIARF is performing an ongoing research program, entitled the Common Body of Knowledge (CBOK), which will broaden our understanding of how internal auditing is practiced around the world. This comprehensive study will be updated every three years and will become a permanent program of The IIA Research Foundation.

What is the Common Body of Knowledge (CBOK)?

- The most important research study the IIARF has ever undertaken
- The first project funded by the William Bishop III, CIA Memorial Fund
 - We envision this project to be a living legacy of Bill's passion for internal auditing
 - Bill was a tremendous supporter of internal audit research and CBOK will provide a fitting tribute to Bill's contributions to the profession of internal auditing
- A comprehensive survey that will capture the state of the internal auditing profession throughout the world including:
 - The knowledge and skills that internal auditors possess
 - The varying skill and organizational levels that practice internal auditing work

CBOK Introductory Text

- The actual duties performed by internal auditors
 - The structure of internal audit organizations
 - The types of industries which practice internal audit
 - The regulatory environment of various countries
- CBOK will provide an understanding of the unique value-added role internal auditing has in organizations throughout the world
 - This understanding will enable us to better define the future of internal auditing and ensure that it remains a vibrant and relevant contribution to organizations
 - The results of CBOK will drive many crucial aspects of The IIA for the next 3 years, including:
 - Certifications and exams
 - Standards
 - Advocacy
 - Practice Advisories
 - Educational Programs
 - Educational Products
 - Publications

HOW CAN YOU PARTICIPATE?

- Visit the CBOK web site at www.theiia.org/CBOK and sign up to take the survey
- Encourage your co-workers and staff to take the survey when it is released
- Promote the survey within your organization, IIA chapter or affiliate and other professional groups

We anticipate the release of the survey in the third quarter of 2006. To learn more about CBOK, view project phases, sign up to participate in the survey or keep up to date on the project's status, visit www.theiia.org/CBOK.



IIA/NY Chapter 2006-2007

Seminars

at Madison Square Garden

September 8, 2006

Jeffrey Beck

- Champions of Change Business
Process Audit Workshop

October 13, 2006

Randy Marchany

Virginia Tech IT Security Office and Lab
- Auditing Wireless Networks

November 10, 2006

Steve Adubato (Morning)

- Make the Connection: Improve Your
Communication at Work

Tim Pison (Afternoon)

- Negotiation Skills

December 8, 2006

Rich Lanza

- Automating Your Audit Department for
Improved Efficiency & Effectiveness

January 12, 2007

Robert Luebke

- Achieving Business Excellence Through
Auditing

February 16, 2007

Sandra Miller

S.J. Miller & Associates

- Leadership Skills for Auditors

March 23, 2007

- Annual Audit Seminar

April 13, 2007

Nick Barone

- Addressing the Internal Auditor's
Obligations to Detect & Prevent
Fraud within the Department

May 4, 2007

John McKeever

Contemporary Business Concepts

- Fraud Prevention Internal Controls The
Keys to Success

For More Information Visit our Website at <http://www.nyiia.org/>

You're Invited to our Garden Party

Institute of Internal Auditors - NY Chapter

Luncheons

at

Madison Square Garden

September 8, 2006

Rich Cody

Former NJ Governor

-Experiences in the Public Sector

October 13, 2006

Nicole Silsby

Deloitte & Touche LLP

-Assessing Your Organization's Governance Processes

November 10, 2006

Steve Adubato, Ph.D.

- Communication Skills

December 8, 2006

Steve Goepfert

IIA Chairman of the Board

- IIA Activities & the "Tell the World" Theme

January 12, 2007

Lynn Bruneau

Protiviti

-SOX Lessons Learned

February 16, 2007

ACL

-Continuous Monitoring: Effective Strategy for Effective Controls

March 23, 2007

- Annual Audit Seminar

April 13, 2007

Ernst & Young

- Ho to Combine the Role of the Auditor as well as Trusted Advisor

May 4, 2007

- Awards Presentation

For More Information Visit our Website at <http://www.nyiaa.org/>

Career Opportunity

Job Title: Internal Auditor
Location: White Plains, NY

About the Organization

Pentegra Retirement Services is a pension service company located in White Plains, NY.

Description

Reporting directly to the Audit Committee Chairman of our Board of Directors, the Internal Auditor is responsible for implementing an internal audit program for Pentegra Retirement Services and directing the activities of the internal auditing function.

Responsibilities

- Review and evaluate the adequacy and effectiveness of Pentegra Retirement Services' systems of internal accounting, financial and other operating controls and the extent of compliance with these controls and other policies, plans and procedures.
- Develop and present an annual audit plan to the Audit Committee for approval and submit revisions to the annual audit plan for approval as needed.
- Schedule audits to ensure that each area of the organization is audited regularly. Initiate spot audits.
- Coordinate audit efforts with those of company's external auditors and other inside and outside resources of audit and compliance services, to avoid duplications and ensure that issues raised as a result of the reviews are appropriately addressed.
- Formulate practical internal audit functions to be incorporated into operations.
- Offer solutions to improve control environment to meet Pentegra standards and follow-up with managers and professionals to ensure satisfactory resolution.
- Provide audit reports to the Audit Committee and management with

recommendations to ensure each function continues to operate in accordance with established regulations, laws, policies and procedures.

- Report directly to the Audit Committee on a regular basis regarding:
 - Action that has been taken on significant audit findings, including those reflected on the exception report.
 - Efforts to direct audit activities toward the highest exposures to risk and toward increasing efficiency, economy and effectiveness of operations.
 - Adequacy of the internal audit plan
 - Audit schedule status and any recommendations for revision.

Qualifications

- Demonstrated ability to direct the internal audit function.
- Familiarity with defined benefit and defined contribution plans.
- BA/BS degree or equivalent (preferably in Finance or Accounting).
- Minimum of 5 years relevant experience.
- Demonstrated proficiency organizing and prioritizing work to meet deadlines.
- Strong verbal, written, analytical and persuasive skills.
- Ability to interact effectively with all levels of employees and management.
- Must have working knowledge of word processing and spreadsheet software as well as using a calculator

Send resume, letter and salary history/requirements to: Colleen M. Zanicchi, Assistant Vice President, Human Resources, Pentegra Group, 108 Corporate Park Drive, White Plains, NY 10604-3805, Fax: (914) 694-9384, E-mail: czanicchi@pentegra.com

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New York Chapter 2006/07
Board of Governors

Board of Governors (Term 2006-2009)

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