

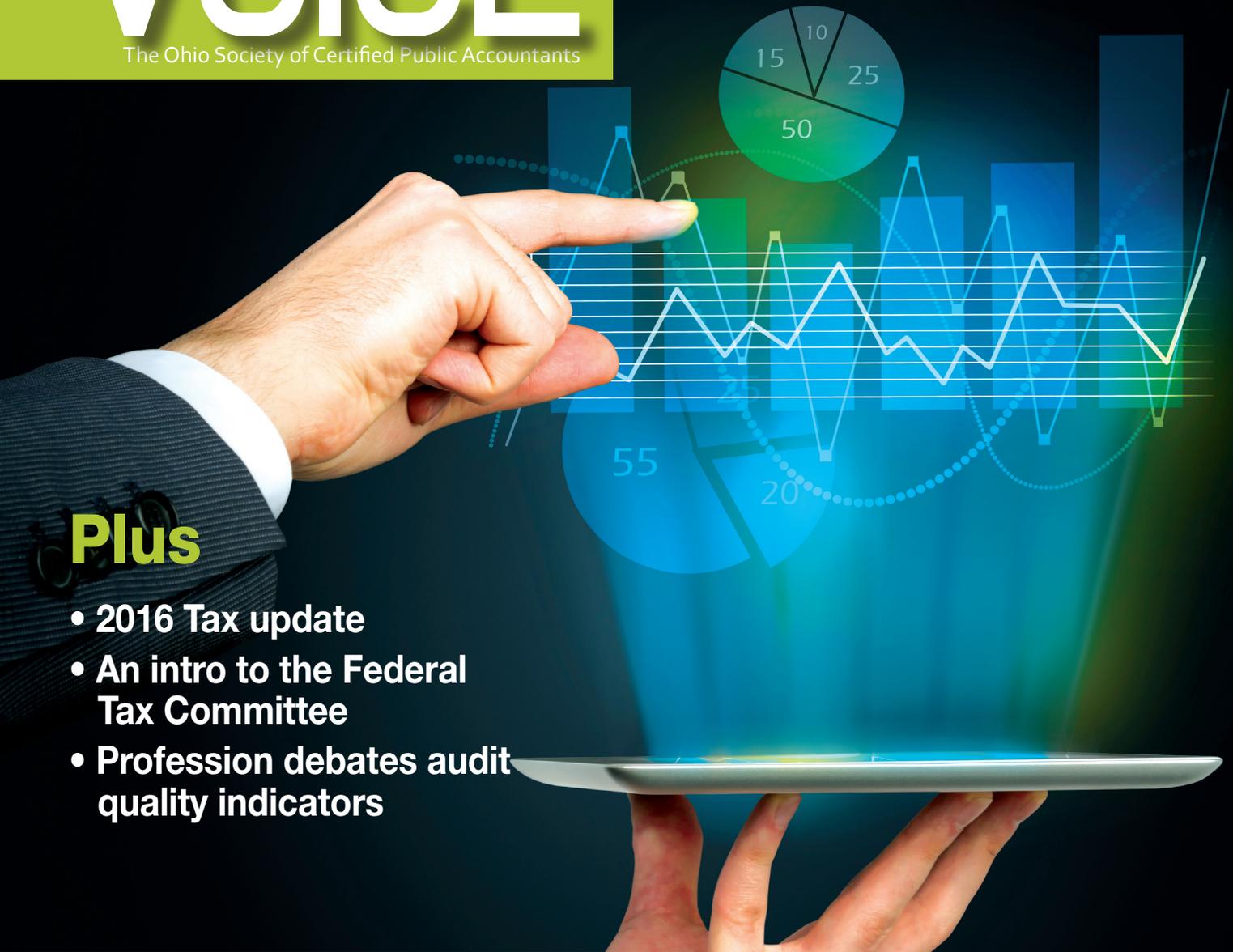
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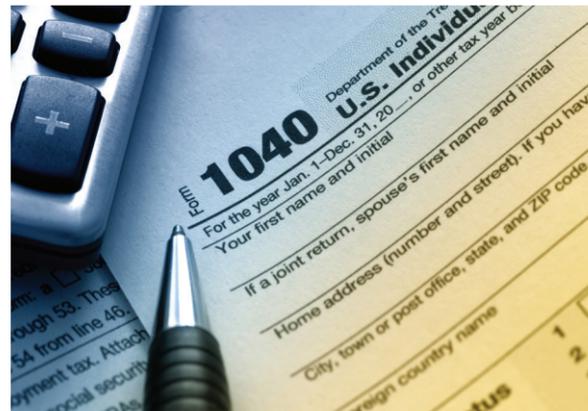
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Letter from the CEO



2016 election should be participatory event for all CPAs

This will be an important and busy election year with a lot of focus on the presidential race.

Closer to home, there will be dozens of local and state campaigns in Ohio where your support can make a big difference in OSCPA's efforts to advance the profession. CPAs should tune in and take note as candidates begin to share their agendas and vision for why they are qualified to serve.

The truth is, we need legislators in Ohio's General Assembly and representing Ohio in Congress whose views and vision match those of CPAs. That is where our collective voice can have the greatest impact for the profession and where we can help influence the direction of business in our state.

Our regional and statewide endorsement committees are already reviewing candidates' requests for endorsement in anticipation of the March primary elections. The Ohio Society of CPAs endorses candidates for statewide offices and congressional candidates from Ohio.

This member-led process examines candidates' views to assess whether they are in line with CPAs and have a pro-business agenda. We also assess the track record of incumbents – have they been open to working with OSCPA in the past and successful in moving measures through the Ohio General Assembly that advance our state's interests?

This impartial and bi-partisan group of OSCPA members, with committees at the regional and statewide level, ensures a balance of opinions are taken into consideration in the endorsement decisions.

You can take part in an important and related effort by supporting Ohio CPA/PAC.

Running an election is an expensive endeavor and many good candidates, especially newcomers, don't have the financial resources needed to run a successful campaign without our help.

Why is that important to you? OSCPA is able to accomplish so much more when we have like-minded legislators in office.

Ohio CPA/PAC-supported candidates are more likely to call on OSCPA for help in understanding complicated tax and business issues, and when weighty decisions are being debated at the Statehouse, decisions such as reforming one of the most complicated municipal income tax codes in the country, defeating a sales tax on professional services, and reforming corporate tax treatments. These are all areas where OSCPA was asked to be at the table at a critical juncture in the legislative process, ensuring our voice – your voice was heard.

Relationships matter. And it starts with helping to elect the right candidates to office. I hope you will consider investing in Ohio CPA/PAC today. Your contribution will help further our broader goals of building a thriving business environment with a predictable and fair tax structure.

To donate or for more information, visit www.ohiocpa.com/advocacy/pac



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Here's what's new for Ohio's 2015 Tax Season

By Joe Testa, Ohio Tax Commissioner



The 2015 tax filing season in Ohio will be unlike any other. The changes you'll see this year are significant and numerous. They include new tax cuts for most individuals and small business taxpayers, and major modifications to our primary income tax forms, which we think will simplify the tax filing process. I'd like to share some highlights, and I hope you'll find them helpful as you begin to advise your clients and prepare 2015 Ohio income tax returns.

TAX CUTS

For individuals, the 2015 tax rates reflect a 6.3% income tax cut from the 2014 tax year. This reduction drops Ohio's top rate to just below 5%, the lowest it's been in more than 30 years. In addition, many business owners and investors will not only benefit from that reduction, but also enjoy a maximum tax rate of 3% on business income exceeding \$41,700. This, along with the business income deduction (previously named the small business deduction) which allows taxpayers to again deduct 75% of the first \$250,000 of net pass-through business income, will free up additional funds for private sector job creators to further strengthen Ohio and grow their businesses.

TAX FORMS

The Ohio Department of Taxation is continuously looking for ways to simplify the income tax filing process. This year, several tax forms have been revamped to make the process easier and more efficient. Most prominently, the IT 1040, IT 1040 EZ and amended IT 1040X forms have been consolidated into one Universal IT 1040 tax return. Combining these forms will allow amended returns to be filed electronically, rather than on a paper form as required previously. It will also enable refunds from amended returns to now be direct deposited, rather than issuing a paper check as was done in the past. This will speed up processing and the delivery of refunds. Taxpayers will

also benefit by seeing all of the tax credits in one place (see "Schedule of Credits" below), making it easier to identify those credits for which they are eligible. Similarly, the SD 100 and amended SD 100X school district forms have been merged into the Universal SD 100 tax return. The universal forms and new schedules should be used for tax year 2015 and thereafter. However, the relevant old forms should still be used for tax years 2014 and earlier.

SCHEDULE OF CREDITS AND OTHER SCHEDULE CHANGES

As mentioned, all nonrefundable and refundable credits have been combined into the new Ohio Schedule



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of Credits. The Schedule of Credits includes line items that were previously individual line items on the IT 1040, such as the joint filing credit and personal/dependent credit. Additionally, it has all lines/credits previously reported on Schedules B, C, D and E, so these forms are not available for 2015 personal income tax filing. The Schedule E is still available for pass-through entity filings. Please also be aware that beginning with the 2015 tax return, space has been added to Schedule J to capture the dependent "relationship" for each dependent being claimed on an Ohio income tax return, so as to help deter fraud with these exemptions.



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SENIOR CREDITS - MEANS TESTING

There are also changes this year to some credits targeted at senior taxpayers. Now, only taxpayers with an income tax base of less than \$100,000 are eligible for the retirement income credit, lump sum retirement credit, senior citizen credit and lump sum distribution credit. However, the deduction for social security and railroad retirement benefits is not subject to any means testing. This deduction remains available to any taxpayer with such income, to the extent it is included in their federal adjusted gross income.

CHARITABLE OPTIONS NEWS

Taxpayers this year have a new option should they want to make a charitable donation: the Wishes for Sick Children fund has been added to the income tax return. Monies donated to this fund will be used to grant wishes of children under the age of 18, who have

been diagnosed with a life-threatening medical condition. Additionally, those wanting to support the efforts of the Ohio Historical Society (now called the Ohio History Connection) to protect and promote our state's rich history, can do so by donating to the Ohio History Fund.

TAX FRAUD

Last year, the Ohio Department of Taxation intercepted a record number of fraudulent returns and we expect no let-up in this illegal activity. More than \$533 million in fraudulent income tax refund claims have been stopped since 2014. We are committed to combatting tax fraud and ensuring that tax refunds are paid only to legitimate filers. We believe we're among the leaders in the country in aggressively combatting these fraud schemes. Last year, the Identity Confirmation Quiz was instrumental in that fight and we will utilize it again this year. After listening to taxpayer feedback, we did make a few modifications to

some of the types of questions asked and I'm confident those will improve the process and provide a better experience for taxpayers who take the quiz. Plus, with further improvements to our tax return analysis this year, we expect significantly fewer taxpayers will be asked to take the quiz.

NO MINOR MATTER

Our security measures will be expanded to protect the identity of minors, as well as adults. It is clear that criminals are utilizing the identities of minors in their tax fraud schemes. If we identify a situation where it appears a child's identity has been compromised, we will notify the tax filer. This action will allow the tax filer to take additional steps to thwart illegitimate use of that minor's identity.

MORE INFORMATION SHARING = MORE SECURITY

Enhanced screening elements to safeguard taxpayer dollars can slow

the processing of returns and issuing of refunds. You might wish to remind your clients they can use the Ohio Tax App to check the status of their refunds anytime from any device. The mobile app is available for download through Apple or Google Play. Behind the scenes this year, there have been some important agreements that will result in considerably more information sharing between the IRS, state tax departments, and public and private sector tax groups. The goal is to help us all quickly identify and adjust to new and emerging tax-related fraud schemes. We truly appreciate the understanding and patience shown by taxpayers and the tax preparation community.

Lastly, the Ohio Department of Taxation continues to use technology to help improve customer service. We launched a presence on Twitter this year, so follow us @OhioTaxation to get all the latest news and updates. We've also expanded our presence on

YouTube with a number of instructional videos.

For additional information on all the topics covered in this article, please

visit our website at www.tax.ohio.gov. Thanks and have a great tax season.

Joe Testa has been Ohio's tax commissioner since 2011.



TAKEAWAYS

- ▶ For individuals, the 2015 tax rates reflect a 6.3% income tax cut from the 2014 tax year.
- ▶ The IT 1040, IT 1040 EZ and amended IT 1040X forms have been consolidated into one Universal IT 1040 tax return.
- ▶ Only taxpayers with an income tax base of less than \$100,000 are eligible for the retirement income credit, lump sum retirement credit, senior citizen credit and lump sum distribution credit.
- ▶ Modifications have been made to the Identity Confirmation Quiz to better the experience for taxpayers. Still, security measures will be expanded to protect the identity of minors, as well as adults, in an effort to fight tax fraud.
- ▶ Taxpayers can use the Ohio Tax App to check the status of their refunds anytime.

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New Federal Tax Committee will advance Ohio CPA concerns & ideas

By Matt Yuskewich, CPA



I am pleased to announce the formation of the OSCPAs Federal Tax Legislation Policy Committee. It has been some time since the Society has constituted a committee to deal exclusively with federal tax issues. The committee convened for the first time on June 22 at OSCPAs headquarters. There are about 12 volunteer committee members representing the geography of Ohio as well as members in public accounting, industry, government and education.

The objective is to serve as the representative voice of Ohio CPAs to our Executive Board, Congress, The Department of the Treasury and the IRS on actual and proposed federal tax legislation, regulations and administrative pronouncements affecting members and the public, with primary focus on issues of tax administration that impact CPAs as practitioners. The committee seeks input from all OSCPAs members

on federal tax matters, and will communicate member concerns and issues through the appropriate channels. The committee also will establish and maintain communications with applicable AICPA committees, the IRS Stakeholder Liaison office and the Office of the Taxpayer Advocate. The committee meets quarterly in person, as well as by phone as the need arises. Additionally, committee members will contribute articles to this publication to address current issues of concern and update Society members. Your input as a tax practitioner and taxpayer are important. Please feel free to address your concerns directly to any committee member or our staff liaison, Greg Saul, Esq., OSCPAs director of tax policy.

The committee is working on several projects. First, we have formulated a letter to Congressman Renacci at his request which identifies various areas where the IRS could improve

taxpayer service at reduced costs. Our committee recommended changes to 1099 reporting requirements, extending the time for third-party-designee status, eliminating the need for automatic extension filing where no payment is due, creating a mechanism to verify estimated payment amounts on taxpayer accounts as well as several identity theft and fraud initiatives. The entire set of recommendations can be found on the OSCPAs web site under the Advocacy section. Next, we are responding to the IRS request for comment on several form revisions. Finally, we have participated in several IRS Stakeholder Liaison meetings, the focus of which has been reporting under the Affordable Care Act.

The committee, in addition to reacting to requests and proposals, will take a proactive approach to making our legislators and regulators aware of federal tax issues and opportunities to improve the system. This will include

discussions on federal tax reform, compliance and regulatory burden and IRS interface. It is our intention to be certain our audience is aware and reminded of the issues tax practitioners and taxpayers face in performing their professional duties and taxpaying responsibilities.

We welcome you to be an active part of this process. You can participate in numerous ways by forwarding your comments, ideas and concerns to a committee member, becoming a part of our committee as a volunteer, participating in our requests for input, survey opinions or as a liaison with a regulator, legislator or other professional group. Don't keep your opinions in the lunch room! Let us hear them and help us make the federal tax system better and more efficient for everyone.

Matt Yuskewich, CPA, the current chair of OSCPAs Federal Tax Legislation Policy Committee, and past chair of the OSCPAs Board.

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Profession debates audit quality indicators

By Laura Hay, CPA, CAE



How metrics can assist in driving audit quality is a topic currently under debate as a result of a PCAOB Concept Release, and work of the Center for Audit Quality and firms auditing public companies.

The Public Company Accounting Oversight Board on June 30 issued a Concept Release seeking public comment on a group of potential audit quality indicators (AQIs). The proposed AQIs are quantitative measures thought to be important to high quality audits that could support audit committees and others, such as firms, investors and regulators, in carrying out their responsibilities.

AQIs have been a focus of the profession in recent years, including Center for Audit Quality (CAQ) research and voluntary public reporting by some public company audit firms. The CAQ and a number of audit firms and audit committees conducted a pilot project to consider the benefits, challenges and unintended consequences of AQIs, which will inform PCAOB deliberations.

The U.K. Financial Reporting Council (FRC) and the International Auditing and Assurance Standards Board (IAASB) have issued audit quality frameworks suggesting that auditors and audit committees discuss AQIs, many of which are similar to those in the PCAOB proposal.

PCAOB's proposed audit quality indicators

The PCAOB Concept Release proposes AQIs in 28 areas, with more than 70 illustrative calculations.

AQIs should meet three principles:

- Quantifiable to provide for consistency and comparability
- Generate data that enables users to pose critical questions
- Should be used as part of a "balanced portfolio" as no single indicator is likely to be a sole determinant of audit quality

While it is proposed that AQIs be quantifiable and measurable, the PCAOB emphasizes that AQIs are intended to initiate discussion, and

further qualitative context should be provided. The PCAOB sought feedback to inform identification of a manageable number of indicators.

The proposed AQIs are classified into three categories:

Audit professionals – including competence, training and availability of resources (including workload)

Audit process – including tone at the top, incentives, independence and objectivity, quality control, and monitoring and remediation activities

Audit results – including restatements, internal control over financial reporting, going concern reporting, communications between auditors and audit committees, and enforcement and litigation.

The proposal does not specify to whom AQIs should be reported or in what form, but the PCAOB sought feedback on:

- Whether a program should be voluntary or mandatory
- To whom AQIs should be reported, including audit committees or any public reporting
- The scope of firms and engagements that should be subject to a requirement
- Whether measures should be engagement-level or firm-level
- A possible phase-in of steps toward broader AQI use

Reactions

The comment deadline for the Concept Release was extended to Nov. 30, 2015 to provide for broader feedback.

In general, comment letters from the major public audit firms acknowledged the merits of the concept and its potential to support audit committees in filling their role. Commenters urged that the program should remain voluntary, flexible and driven by audit committees for a variety of reasons:

- Audit committees were in the best position and role to monitor and assess AQIs

- Audit committees should be able to select the most relevant measures based upon the facts and circumstances of the client and the engagement
- A voluntary approach would avoid a checklist mentality and provide more decision-useful information
- Auditors and audit committees require a certain degree of flexibility and confidentiality in discussions for a sufficient assessment to take place

These comments are consistent with PCAOB efforts to strengthen audit firm communications with audit committees.

Regarding potential public disclosure, sample comments included:

- Disclose publicly a small number of select measures (derived from data points already publicly available, or market driven) to enhance transparency
- Audit committees could disclose in general terms the factors considered during auditor selection to investors CPA sentiment was largely in favor of engagement-level, rather than firm-level AQIs as most relevant to the audit committee, although some firm-level measures may provide context.

Outlook

While a timeline has not been specified, many urged a scaled and initially voluntary approach. AQIs could be requested by the PCAOB in the future in its firm inspections as part of its root cause analysis.

PCAOB representatives stated that AQIs as outlined in the Concept Release are a tool with inherent limitations, which do not lead directly to formulas for determining the quality of an audit. AQIs may enhance understanding, but do not communicate a full picture, as certain important elements of audit quality, such as professional skepticism and due care, cannot be quantified.

Overall, the profession is committed to working with PCAOB and other key stakeholders in achieving the highest quality audits. Exploration of the effectiveness of quantitative measures as a tool in that mission is under way.

Laura Hay, CPA, CAE is executive vice president of The Ohio Society of CPAs and staff liaison to the Accounting & Auditing Committee. She can be reached at lhay@ohiocpa.com or 800.686.2727, ext. 2241.

TAKEAWAYS

- ▶ The Public Company Accounting Oversight Board issued on June 30, 2015 a Concept Release seeking public comment on a group of potential audit quality indicators (AQIs).
- ▶ The PCAOB Concept Release proposes AQIs in 28 areas, with more than 70 illustrative calculations. The proposed AQIs are classified into audit professionals, audit process and audit results.
- ▶ In general, comment letters from the major public audit firms acknowledged the merits of the concept and its potential to support audit committees in filling their role. Commenters urged that the program should remain voluntary, flexible and driven by audit committees.
- ▶ Overall, PCAOB representatives stated that AQIs as outlined in the Concept Release are a tool with inherent limitations, which do not lead directly to formulas for determining the quality of an audit. Exploration of the effectiveness of quantitative measures as a tool in that mission is underway.

Six tips for using data more wisely

By Brett Knowles



Organizations are collecting more data than ever before and processing them in new ways in an effort to improve their businesses. But often they are not using the data in the right way — if they are using them at all.

Eighty-seven percent of finance professionals said Big Data holds the potential to change the way business is done, according to the CGMA report *From Insight to Impact: Unlocking Opportunities in Big Data*. But 86% of those surveyed said their businesses struggle to get valuable information from the data they have. Hurdles to maximizing data's value include organizational silos, challenges related to data quality and an inability to work with unfamiliar, non-financial data.

Here are six ways to make sure you are collecting the right data and making the most of the data you already possess:

Consider the broad indicator over the precise measurement. There are many indicators that show us general trends happening in our organizations. But often, organizations spend lots of time and money drilling down too deep into a problem when such drilling isn't really necessary. Ask yourself: Do you really need to measure it down to the fifth decimal? Or will a more general indicator suffice?

Take employee satisfaction, for example. Does your company need detailed measurements of pay and benefits compared with those of the competition? Does it need to deeply analyze promotion opportunities offered, or the culture inside the organization, or how good the boss is at motivating and inspiring people — or even the office and business environment itself? You can measure and analyze each of those things, but that could be very expensive. Instead, you could use a broad indicator such as absenteeism.

Generally, if a company sees abnormal spikes in absenteeism, it's a sign of dissatisfaction. From there, you can dig deeper. It may not be because of any one of the factors listed above; it may, in fact, be something as small as a lack of parking. The benefit of that indicator is that it doesn't try to explain what's wrong in your organization.



TAKEAWAYS

- ▶ Think carefully before you dig too deeply into a problem. Often simple data indicators are a good place to start before investing additional time and money.
- ▶ Make sure the data is arriving ahead of the stresses and the risks that your organization faces.
- ▶ Establish a focus based on your organization's strategy and then consider different measures to ensure alignment on how you look at your organization's performance.
- ▶ Be prepared for measures to change as the organization evolves.
- ▶ It's often faster, cheaper and better to start with broad indicators gathered from the data you're already collecting.
- ▶ Tailor data analysis based on organizational role. Senior leaders will not require the same level of detail as managers.

In this case, absenteeism is like the “check engine” warning light on the dashboards of many automobiles. It doesn’t tell you exactly what’s wrong, but it tells you that something is wrong and that you should have it checked out. High absenteeism is a good starting-point indicator — one that might prompt an organization to more deeply examine salaries, culture, managers and so on by doing focus group work and surveys. The best part: Absenteeism data are free.

The data that you gather often need to be received more quickly than the impacts and the stresses facing your organization. Data are often more valuable to you if they are received faster than if they are precisely accurate.

Consider the fast-food drive-through. The cycle time through the drive-through is about three minutes, which means data have to be replenished faster than once every three minutes to be useful

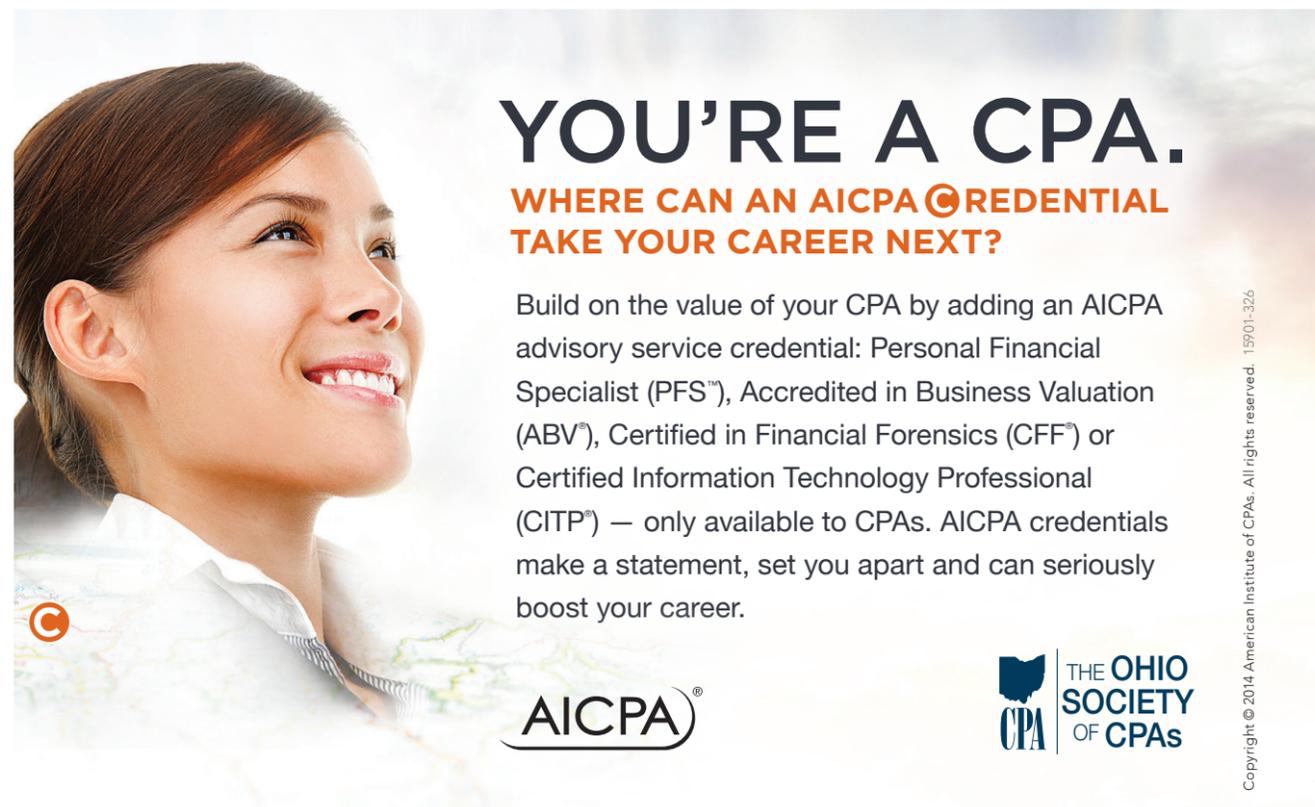
to the operations people in that part of the business. On the other hand, the supply chain might work on, say, a one-week cycle. Therefore, the data don’t have to be as fast. Supply-chain managers don’t need to know what’s happening every minute, but they certainly need to know what’s happening every day or every couple of days, whereas setting up a new store location might take a year. The data those managers need have a less frequent drumbeat.

So, even inside the same organization, you may have different needs for how fast the data must be. But the point is that data need to be arriving ahead of the stresses and the risks that your organization faces.

Make sure leadership is aligned with strategic priorities and sees the same activities the same way. We need a way to establish the most important things we should be

looking for and score our performance accordingly. Imagine, for example, your strategy is focused on growth by entering new markets. When you take a look at performance of activities — such as sales into new market areas or the number of new customers you’ve been able to attract outside of your existing areas — those data should have more value than measures that would be important under a different strategy. Determine your focus based on your organization’s strategy; this will determine whether you look at measures such as the number of customers buying multiple products or the number of repeat customers. Depending on the strategy, consider different measures to ensure alignment on how you look at your organization’s performance.

In a multi-location business, however, this can be a challenge because you might have one newly established business unit that is growing into the



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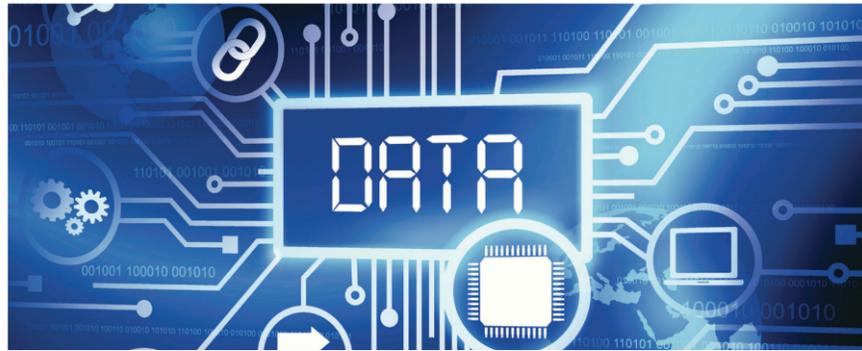
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market and another unit that has been there for a long time, and in that business unit, they're looking for share of wallet. So, you can even have different strategies inside the same corporate entity. You should have visual triggers when leadership's looking at the data, so they know when they're stepping over the line from a penetration strategy to a share-of-wallet strategy.

Once you've determined what the right measures are, be prepared for

them to change as your organization does. Measures can't remain the same over time. Think of something like a new product development cycle. In the early part of that cycle — the product idea creation — you might be looking at things like the number of product ideas. During the next phase, you'll look for product development indicators such as the time from idea to first prototype. The next phase might be product testing, where the measure needs to change to, say, an approval rating from a beta test audience. Finally, during

product launch, you might look at sales per month.

In most cases, the organization is already collecting the data you need; you just need to know how to use it. You should always be able to find data within your organization that indicate how a process is running, whether you're looking at the inputs, the transformation activities or the outputs. The main benefit of using available data is that it doesn't add costs to your organization. You don't need more people to gather the information because you're already gathering it. You don't need more people to process the information because you're already processing it.

Secondly, it allows you to get your scorecard and dashboard set up very quickly. You're not held ransom for data. In some cases, the signal strength of those data might not be as strong

as you would like. The quality of data you need depends on the type of decision at issue. You do not need Six Sigma accuracy for all decisions. For instance, the data you need to extend a marketing program for a month can be less accurate than the data required to terminate an employee or close an office.

Using information that already exists creates higher ownership faster. You'll gain much more acceptance when you begin using indicators that people in the organization already know and respect rather than those you have imposed on them.

And because you're using existing data, your net training cost is significantly lower.

So, it's often faster, cheaper and better to start with broad indicators. From there, you can determine whether to investigate further, and, if so, where — and how deeply — to probe next.

Present the right data in the right way to the right people. Think of an organization as an airplane that needs to see the business world around it at various heights — from 30,000 feet to ground level. Each altitude level needs its own form of information presentation.

Senior management wants to cruise along at that 30,000-foot information altitude, mostly just seeing Big Data landscape features: the information equivalent of a mountain range, an ocean or a city. However, the data should be comprehensive enough for management to spot any digital puffs of smoke coming from fires that need to be put out. A Balanced Scorecard with performance indicators, trends and information on the data's strategic importance would be the best tool here. If any one indicator is performing below expectations, management needs to

dive into it to understand what's causing the problem.

Once a problem is identified, data presenters and their software must be nimble enough to zoom in to provide a closer look for the appropriate managers. When a problem is spotted, management will want to drop down to 20,000 feet. At this point, the data presenters need to narrow the scope of information and begin providing some operational tools, such as flow charts, to gain an understanding of what's happening.

Next, data presenters must be able to descend to 10,000 feet and provide diagnostic tools so managers can become more directional in their behavior. This isn't meant to be eye candy. It should be a detailed, data-intensive dashboard that provides comprehensive information designed to help managers at a tactical level. Finally, at ground level, organizations

need analytic tools so management can become prescriptive. These are the spreadsheets and grids that display all forms of detailed data used to assess how the organization is performing individual tasks.

There's a parallel between the levels of the organization. In a good organization, the leadership team should be able to pass this information to the next level down and so forth.

Brett Knowles (brett@pm2.ca) is the executive partner of pm2, a performance management consulting company based in Canada. He has assisted more than 3,000 organizations around the world.

This article first appeared in CGMA Magazine. For more articles, sign up for the weekly email update from CGMA Magazine at <http://bit.ly/UZ07NC>.

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A new voice for women CPAs

Women CPAs have equaled the number of men in the profession for almost 20 years but account for only 14.3% of Executive Officer positions in business and industry and 19% of partners in CPA firms nationwide. Cultural trends and the lack of fully dimensional leadership models are just part of the challenge. But a rapidly retiring workforce demands that organizations make the advancement of women a top priority for future success.

Join the conversation in the OSCPA Women's Initiative's Group on LinkedIn

The Women's Initiatives Group explores:

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Visit <http://www.ohiocpa.com/news-interests/communities/women's-initiatives> or call **CPAnswers** at 800-686-2727.

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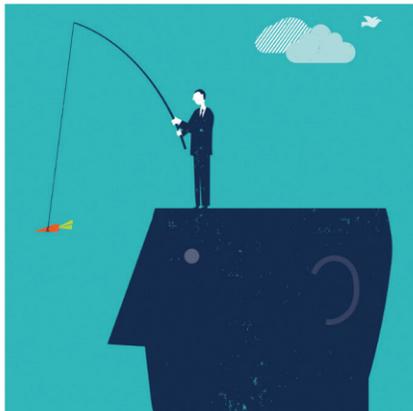
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Many self-defeating search traditions are repeated each year

By Janice Worthington, MA, CPRW, JCT



like our overweight, smoking society, job seekers tend to make the same mistakes that repeatedly send them into failure.

Is it possible all roads lead back to human nature? Are the traits that find us regretfully eating crème brulee on Jan. 22 also causing us to adopt self-defeating behavior to the point that those who possess stellar credentials can't get a job offer or even an interview? You bet! We are creatures of habit, accustomed to going to work each morning at 8 a.m. and thriving in what we think to be job security. We become just as volatile and vulnerable as those wearing the stop-smoking patch when required to redirect our behavior into job search mode. Here are the symptoms:

Doubting one's abilities – Fear of the unknown severely rattles the candidate who traditionally depends on externals to validate his self-worth. If there's no longer a quota to meet and no project deadline, a job search candidate may not be able to disassociate from his former employer and take personal responsibility for his past successes. Perhaps this consummate team player can't distinguish his individual capabilities from that of his former associates because he was taught humility and was just, "doing his job." Now with no self-perceived assets to his credit he may not believe in his

talents. In a world where the strong, silent type, benevolent enough to allow others recognition has traditionally been admired, he may be working at a deficit.

Fixation on age, lack of education, etc. – Why do executives and professionals with great backgrounds who have had thriving careers for years suddenly think they have a special problem becoming re-employed? More education is always an option and I've seen folks not get hired because they telegraphed "old." But too often the candidate that has decided one of these special issues is responsible for his continued unemployment may actually fear success! Some folks just don't want to begin again and find reasons to remain unemployed.

Make no mistake; the battle to control our human nature is never-ending. The answer to managing one's human nature is to come out from the shade and stay focused in the face of reality. We see clients securing interviews more quickly and generous job offers more frequently than any time since 2008. Happy New Year!

Janice Worthington, MA, CPRW, JCT, is the president of Worthington Career Services, a resume and job search consulting firm that provides strategic career coaching to professionals at all levels of the corporate ladder.

Talk to any fitness center, smoking cessation clinic or job search coach and they'll tell you how brisk business becomes each January. No one begins a healthy eating plan on Thanksgiving Day anymore than they sign a one-year contract with the gym on Christmas Eve.

But for some unknown reason on Dec. 31 we believe when the clock strikes twelve, as it does 364 other evenings each year, everything changes and we become transformed into folks capable of correcting the behaviors created by the previous year's imperfections.

We know we're out of shape but we don't know what happened with last year's low carb diet; we know that smoking can make us sick but we continuously fail to stop, both of these behaviors putting our lives at tremendous risk. Studies show many of America's executives are unhappy in their jobs and most are miserable during their job searches. And much

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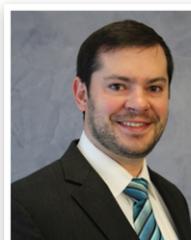
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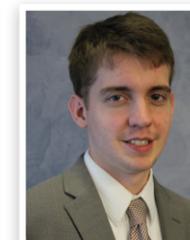
Gary Sigman, CPA



Laura Haines, CPA



Richard Huszai, CPA



Robert O'Neil, CPA

AKRON

DAVID ASKEW, CPA, and **TREVOR JONES** have recently been hired as senior accountants at Bober Markey Fedorovich.

CHARLTON 'CHUCK' BEILSTEIN, CPA, has recently been hired as supervisor at Bober Markey Fedorovich.

ANDREW FUTTY has recently been hired to staff accountant at Bober Markey Fedorovich.

LAUREN LARKIN, CPA, has recently been hired as director at Cohen & Company.

SARAH LEE, CPA, has recently been hired as senior manager at Cohen & Company.

AMHERST

DUANE DENN, CPA, and **KATHRYN STIWALD, CPA**, have been promoted to supervisors at Walthall CPAs.

CLEVELAND

CATHERINE DAVIS, J.D., has recently been hired as an executive compensation analyst/tax staff accountant at Skoda Minotti.

LAURA HAINES, CPA, and **CHRIS VALPONI, CPA**, have been promoted to managers, at Zinner & Co.

RICHARD HUSZAI, CPA, and **ROBERT O'NEIL, CPA**, have been promoted to seniors, at Zinner & Co.

NICHOLAS JURKIW, CPA, MBA, **SUSAN KORATOWSKI, JD**, and **EMILY WOODS** have been promoted to senior associates at Walthall CPAs.

BRITTANY R. KINNEY, CPA, MSA, and **DEAN LISOWSKI, CPA**, have been promoted to supervisors at Walthall CPAs.

SUSAN LICATE, MBA, has been promoted to communications and development director at Zinner & Co.

BAIXUE MA has been hired as staff accountant at Cohen & Company.

BRIAN MILLER, CPA, has recently been hired as a senior manager at Skoda Minotti.

SKODA MINOTTI received the Edge Award for Process Improvement from the global Leading Edge Alliance (LEA).

BRETT W. NEATE, CPA, has been promoted to partner at Zinner & Co.

LIANA POPA has recently been hired as tax administrative assistant at Zinner & Co.

SUE-ANN SANDERS has recently been hired as paraprofessional at Zinner & Co.

GARY SIGMAN, CPA, has been promoted to senior manager at Zinner & Co.

PAUL WEISINGER, CPA/ABV, CVA of Walthall CPAs has been nominated to the Standing Ovation program at AICPA's Forensic & Valuation Services Conference. He was also recently appointed treasurer/executive board member of the Autism Society of Greater Cleveland.

JAY WILD has been hired as staff accountant at Cohen Fund Audit Services.

YVETTE YANCY has recently been hired as firm administrative assistant at Zinner & Co.

COLUMBUS

BRENT ARDIT, CPA, has been promoted to senior manager at Rea & Associates.

MARK BEEBE, CPA, has been promoted to manager at Rea & Associates.

BRIAN GARLAND, CPA, JAMES MOORE, CPA, and **JOSH RITTER** have been promoted to senior accountants at Rea & Associates.

DEFIANCE

SHULTZ HUBER & ASSOCIATES has added a fifth location and joined with Siefring & Associates.

MAUMEE

WILLIAM VAUGHAN COMPANY has been named one of the nation's Top 300 accounting firms by INSIDE Public Accounting magazine.

MARIETTA

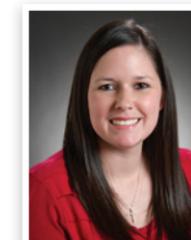
ROD TROYER, CPA, has been promoted to supervisor at Rea & Associates.

MAYFIELD VILLAGE

JENNIFER WITCZAK, CPA, has recently been hired as manager at BSB Partners, CPAs & Business Advisors.

MEDINA

CHAD GORFIDO, CPA, has been promoted to manager at Rea & Associates.



Tracy L. Neibler, CPA



Paul Weisinger, CPA

MENTOR

DAN BIALEK, CPA, has been promoted to senior manager at Rea & Associates

MILLERSBURG

BRIAN KEMPF, CPA, has been promoted to principal at Rea & Associates.

MALLORY GUTHRIE has been promoted to senior accountant at Rea & Associates.

JENNIFER MASTERS, CPA, has been promoted to supervisor at Rea & Associates.

DUSTIN RABER, CPA, CMP, has been promoted to senior manager at Rea & Associates and received the firm's third annual Richard Rea Award for Service to the Client.

JOEL YODER, CPA, MBA, has been promoted to manager at Rea & Associates.

NEW PHILADELPHIA

DEREK CONRAD, CPA, has been promoted to manager at Rea & Associates.

JEREMY NORDEN has been promoted to supervisor at Rea & Associates.

RYAN REICHLEY, CPA, has been promoted to senior accountant at Rea & Associates.

JEREMY SENFTEN, CPA, CGMA, has been promoted to Chief Operating Officer at Rea & Associates.

MARK VAN BENSCHOTEN, CPA, CGMA, received Rea & Associates'

third annual Chet Stocker Award for Service to the Profession.

SANDUSKY

TRACY L. NEIBLER, CPA, has recently been hired as a senior accountant at Payne, Nickles & Company.

YOUNGSTOWN

MICHELE BALLONE, CPA, has recently been hired as senior manager at Cohen & Company.

ZANESVILLE

SCOTT MOYER, CPA, has been promoted to senior manager at Rea & Associates and received Rea & Associates' third annual Marcia Stutzman Award for Community Service for his work with the Knights Foundation.



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Sincere thanks to those who invested in the Ohio CPA Political Action Committee (PAC) in 2015. The support of all who contributed made a significant difference in OSCPA's ability to represent your interests. You can see a complete list of those donors at www.ohiocpa.com/advocacy/pac.

Relationships with legislators are a key to supporting the CPA profession, and Ohio CPA/PAC is a way you can help start the conversation – especially in a key election year.

“Ohio CPA/PAC helps the CPA profession elect candidates who philosophically agree with our

pro-business mindset,” said Barbara Benton, CAE, OSCPA vice president of Governmental Affairs. “If we can help these candidates get across the finish line in a tough race, they remember that we were there for them when they needed support, and they are much more inclined to seek out our perspective on key issues that very well will impact the way you do business. For example, consider how much you would be paying right now if efforts to assess a sales tax on your commercial lease were successful.

OSCPA successfully opposed that tax, along with numerous others that would have hindered your operations

and increased your cost of doing business.”

By financially supporting Ohio CPA/PAC, you will help ensure that your voice continues to be heard and your interests represented.

Please ensure your professional interests are promoted and protected by contributing \$100, \$50, or whatever you can afford today. Without financial support from you and your peers, Ohio CPA/PAC's ability to continue the strong track record it has achieved in the past – and the related improved tax and business climate – will be at risk.

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The Ohio CPA Foundation

Leaving a legacy: Bob Fay, CPA

By Jennifer Rieman, CAE, manager, public relations



Bob Fay, CPA, feels fortunate to be a part of the CPA community and the profession. “I’ve never taken it for granted,” Fay said. “I’ve worked very hard to get my CPA designation and I’ve never forgotten how hard I’ve worked to get it.”

A successful sole practitioner in Canton, Fay has had a big career filled with accomplishments. A cornerstone of his professional success is his commitment to giving back both in his community and beyond. He currently serves on The Ohio CPA Foundation's Development Committee, and has been a past supporter of the Foundation's Centennial Campaign. He's a past Chair of the Accountancy Board of Ohio, and has served on OSCPA's Executive Board. A dedicated public servant, Fay has been honored with both AICPA's and OSCPA's Public Service Awards.

While his accomplishments are numerous, his decision to join the charter class of the Foundation's 1956 Legacy Society is personal.

“I've seen firsthand where the Foundation makes a positive change

for students throughout Ohio,” he said. “Through being on the ABO, I've had the privilege of talking to students from universities about accounting and the profession, so I can see where the Foundation has made a commitment and a difference. It may be slow going at times, but it's always forward.”

Members of the 1956 Legacy Society support the Foundation by making a bequest or other planned gift. While there are various methods of leaving a legacy, leaving an endowed gift has particular appeal, says Fay.

“The idea of leaving a perpetual donation – an endowment contribution – that really rings true to a lot of values in Ohio and middle America,” he said. “The idea of an endowment fund where your gift lives on forever, because the organization is just depending on the interest and dividends off that gift – that's huge.”

Gifts to the Foundation of \$25,000 or more may be endowed and become perpetual donations that can continue to affect change for decades.

“The reputation of the CPA credential today was built because of CPAs from 30, 40, 50, 60 years ago,” Fay said. “So by supporting the Foundation as part of the 1956 Legacy Society, I want to propel that so 50 years from now, the CPA will have an even stronger foundation. It doesn't have to be a lot, it just takes all of us contributing a little.”

Few could argue that the accounting profession doesn't offer a lucrative and rewarding career. As the race for top talent continues, building the pipeline

of future CPAs is critically important for ensuring the future of the profession. It's a mission Fay feels personally obligated to support, and thinks other CPAs should do the same.



Beyond the personal gratification, charter members of the 1956 Legacy Society receive invitations to Foundation donor events and will be recognized throughout their lifetime.

“I think [other CPAs] will find a foundation that is very well run, has a very clear mission and very clear focus,” he said. “The Foundation has really zeroed in on a number of very good programs that will make a difference in the coming years and decades for the profession.”

By being a 1956 Legacy Society donor, I can help ensure that the future continues to be bright for CPAs that might not even be born today. And I think that's a huge thank you that I can give to the profession for what I've been able to accomplish personally.”

By making a planned gift to The Ohio CPA Foundation, you become a permanent member of the 1956 Legacy Society. Learn more at www.ohiocpa.com/donate or call (800) 686-2727.

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- Fax to (614) 764-5880.

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ANSWER SHEET

- | | |
|--------------------|---------------------|
| 1. (a) (b) (c) (d) | 7. (a) (b) (c) (d) |
| 2. (a) (b) (c) (d) | 8. (a) (b) (c) (d) |
| 3. (a) (b) (c) (d) | 9. (a) (b) (c) (d) |
| 4. (a) (b) (c) (d) | 10. (a) (b) (c) (d) |
| 5. (a) (b) (c) (d) | 11. (a) (b) (c) (d) |
| 6. (a) (b) (c) (d) | 12. (a) (b) (c) (d) |

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Here's what's new for Ohio's 2015 Tax Season

- For individuals, 2015 Ohio tax rates reflect a _____ income tax cut from 2014- this reduction drops Ohio's top tax rate to just below _____.**
 A. 6.3%; 5%
 B. 6.3%; 6%
 C. 5%; 6.5%
 D. 6.5%; 6%
- For the 2015 tax year, which of the following forms will not be consolidated into the universal IT 1040 tax return?**
 A. Form IT 1040
 B. Form IT 1040 EZ
 C. Amended Form IT 1040X
 D. Form IT 1040ES
- Several Ohio tax credits targeted at senior taxpayers will no longer be available to taxpayers with an income tax base of \$100,000 or more. Which of the following credits will be affected by this income phase out?**
 A. The retirement income credit
 B. The senior citizen credit
 C. The lump sum retirement credit
 D. All of the above answers are correct

- Ohio now has a computer app that taxpayers can use to check on the status of their Ohio tax refund. What is the name of this app?**

- A. Ohio Refund App
 B. Ohio Tax App
 C. Ohio Tax Return App
 D. Ohio Tax Processing App

Profession debates audit quality indicators

- Audit quality indicators, as envisioned, would provide insights into the quality of an audit, specifically audits of publicly traded companies. Which of the following groups would find such metrics useful?**

- A. Regulators
 B. Competitors
 C. Stock Analysts
 D. The AICPA

- According to the PCAOB's concept release, audit quality indicators should satisfy three criteria. Which of the following is not one of these criteria?**

- A. 70; 28
 B. 28; 7
 C. 20; 50
 D. 20; 70.

- What is one of the major takeaways of this article?**

- A. AQIs should be quantifiable to provide consistency and comparability.
 B. AQIs should generate data that will enable users to pose critical questions.
 C. AQIs should adapt to a particular company and need not be consistently applied.
 D. AQIs should be used as part of a "balanced portfolio" as no single quality indicator is likely to be a sole determinant of audit quality.

- The proposed audit quality indicators will be grouped into one of three categories. Which of the following is not one of these three categories?**

- A. Audit Professionals
 B. Audit History
 C. Audit Process
 D. Audit Results

- Based on comments received by the PCAOB from the major public accounting firms, the consensus is that the audit committee should take ownership of the audit quality indicators and their use. What reason(s) did the major public accounting firms provide as to why this should be the case?**

- A. Audit committees should be able to select the most relevant AQIs based on the facts and circumstances of the client and the engagement.
 B. Audit committees are already doing this type of quality monitoring, but this monitoring could be strengthened with the use of the AQIs.
 C. Both A and B are correct.
 D. None of the above.

- The PCAOB thinks the audit quality indicators do not provide a full picture of audit quality. Why is this?**

- A. The AQIs cannot measure certain key elements of audit quality such as auditor independence.
 B. The AQIs cannot measure certain key elements of audit quality such as professional skepticism and due care.
 C. The AQIs cannot measure certain key elements of audit quality such as the working relationships that exist between audit staff and the audit client.
 D. The AQIs can measure audit quality but most organizations will not want to be held responsible for measuring audit quality.

Six tips for using data more wisely

- Which of the following represents one of the hurdles that can limit the value of data to an organization?**

- A. Organizational silos
 B. An inability of companies to work with financial data
 C. Technologically challenged employees
 D. All of the above are correct.

- There are six steps an organization can take to assure that it is collecting the "right" data and making the most of this data. Which of the following represents one of these steps?**

- A. Organizations should favor precise measurements over a broad indicator.
 B. Organizations should favor accuracy in its data over timely availability of this data.
 C. Organizations should be prepared to change their operational measures and the data collected to support these measures as the organization changes over time.
 D. In most cases, organizations are not collecting the data that is needed and must therefore alter their data collection methods.



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