

NEW HAMPSHIRE SOCIETY OF
CERTIFIED PUBLIC ACCOUNTANTS

CONNECTION

WINTER 2015

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Join us for the NH Society of CPAs

Annual Meeting & Recognition Reception

May 14, 2015

5:00 – 7:00 PM

Derryfield Country Club, Manchester, NH

AGENDA

- ELECTION OF OFFICERS AND DIRECTORS FOR FY 2015/2016
 - PAST PRESIDENTS' RECOGNITION
 - SPECIAL RECOGNITION AWARDS
 - SCHOLARSHIP AWARDS

REPORT OF THE NOMINATIONS COMMITTEE

The Nominations Committee, as prescribed by the Bylaws, submitted their report and recommends the following fellow members for officers' and directors' positions.

Nominations as Officers

President-Elect

Linda Engstrand, CPA

Treasurer

Kendra Bell, CPA

Secretary

Evan Stowell, CPA

Director

Edward C. David, CPA

Nominations to the Board of Directors

For a Three-Year Term (5/1/2015-4/30/2018)

William Howell, CPA

Edward O'Reilly, CPA

Donna Wageling, CPA

Robert S. Smalley, CPA was nominated as President-Elect in 2014 and assumes the position of President of the NHSCPA on May 1, 2015.

NHSCPA CONNECTION

A publication of the

New Hampshire Society of CPAs

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Helping to Protect NH Citizens and Your Clients

The Society is pleased to announce a joint venture with the New Hampshire Bureau of Securities Regulation to provide you with a resource to use where, in the course of assisting your clients, you may have concerns about investments.

As you review and prepare the tax returns of our New Hampshire citizens or while auditing/reviewing companies, you may find something that does not seem right about your clients' investments. You may notice frequent switches between mutual funds, excessive trades made that aren't in your clients' best interest, or large sums of money that have simply vanished for no clear reason. These are all common signs of securities fraud, an offense the Bureau investigates and takes aggressive action on every day.

We ask you to review the attached materials from the Bureau to help fight against securities fraud.

Tax preparation and auditing presents an important opportunity to stop fraud and financial abuse in its tracks – especially scams and schemes that target our citizens. That is why we are partnering with the Bureau of Securities Regulation to provide you with a resource in protecting New Hampshire citizens and companies from predatory fraud that threatens financial livelihoods.

The fact sheet on the next page outlines some of the warning signs of fraud to watch for. If you notice any of these warnings signs, please encourage your clients to contact the New Hampshire Bureau of Securities Regulation. The Bureau has specific laws designed to stop the financial exploitation of our citizens, especially our seniors. Please feel free to share this information with colleagues and clients.

The Bureau can be reached at (603) 271-1463 or online at www.sos.nh.gov/securities. We hope this can be the start of a strong partnership between the Society and the Bureau to help protect your clients from fraud.

If you have any questions about this joint venture, please call Marlene Gazda at the Society at (603) 622-1999 or email mgazda@nhscpa.org.

Help Protect Your Clients from Securities Fraud

Know the Warning Signs

Over the next several months, many New Hampshire's citizens will file their taxes or have their businesses financial statements audited or reviewed. In many instances, they will rely on a trusted tax or audit professional for assistance. Tax preparation and financial audits and reviews present an important opportunity to stop fraud and abuse in its tracks – especially scams that target senior citizens.

The North American Securities Administrators Association (NASAA) reported that one in six enforcement actions initiated by state securities regulators involved senior victims. Unregistered securities, in the form of promissory notes, private securities offerings or investment contracts, were the most common product involved in senior financial abuse cases, accounting for more than half of all reported senior-related enforcement actions. Variable annuities and free lunch investment seminars also are continuing problems for senior investors.

What to Watch For:

In preparing tax returns or performing financial audits, keep alert for signs that your clients, in particular elderly or vulnerable clients may be exposed to financial abuse or fraud. While everything on this list of red flags is legal, if fraud or theft is discovered, one or more of these indicators are almost always present.

Lack of Documentation: Missing documents that an investor should receive in preparation for tax season can mean someone is trying to hide fraudulent activity.

Unusual Gains or Losses: If your client's current return differs a great deal from past returns and shows unusual gains or losses, they could possibly be a victim of fraud.

Being Paid in Stock: A stock is worth what you can sell it for and values change. At a minimum, a client should make sure the stock is registered.

Distribution from a Qualified Plan that was not Rolled Over: A lump-sum distribution from a retirement, college savings or other tax-deferred plan that is not rolled over into another plan could indicate theft or fraud.

Missing Interest or Dividends When Previously Reported: If your client's interest or dividends reported in previous years have significantly

diminished, the client may have been lured away from safe, income-producing investments to risky investments.

Exotic Investments: Complex, exotic investments can confuse investors and are often used by con artists to hide their theft.

Handwritten Tax Documents: Handwritten documents are legal, but they are unprofessional and can be an indication of fraud.

Large Number of Trades: If you see excessive or unauthorized trading in an investment account, it could be a sign the brokerage firm or broker is not working in their client's best interest.

1035 Exchanges: A 1035 exchange may indicate you client has been pitched to move from one reasonable investment into a similar replacement for the purpose of generating a commission to the broker.

1031 Exchanges: All 1031 exchanges should be scrutinized. Decreasing active participation in an investment increases the potential for fraud.



**New Hampshire Bureau
of Securities Regulation**
Ph: (603) 271-1463 or 1-800-994-4200
www.sos.nh.gov/securities

Fourth Annual Business Partners' Wine Tasting Event

On Thursday, December 4TH at the Derryfield Country Club, CPAs, business partners, attorneys, estate planners gathered together for an evening of networking and wine tasting.



SAVE THE DATE FOR THE NEXT BUSINESS PARTNERS' WINE TASTING EVENT!

Thursday, December 3, 2015
Derryfield Country Club, Manchester, NH

AICPA Offers a Vision of the Future of Peer Review

By the AICPA

It's 2025. You're being introduced to Leslie, the quality control partner for her firm. She is in the midst of analyzing client work papers through the firm's practice monitoring system. Relieved to see that a flag she raised in the system has been resolved by the audit manager, Leslie now understands that the concern had been a simple documentation issue and not a failure to perform a key audit procedure. With this overview of her firm's engagements and the assurance that her team has addressed her concerns, Leslie can now approve the work papers with a simple voice command. Automatically, the system creates and routes her firm's standard audit opinion letter tailored for the client.

This scenario is what the AICPA asks stakeholders to imagine as they consider and provide feedback on how the 35-year old peer review program might be transformed. On December 15, the AICPA published a concept paper titled "Evolving the CPA Profession's Peer Review Program for the Future: A provocative vision of what practice monitoring could become," as part of the Enhancing Audit Quality initiative and is seeking member input. The concept outlined in the paper was developed after two years of research and brainstorming by CPA profession leadership, staff, members and volunteers from across the country.

ELEMENTS OF THE CONCEPT

Practice monitoring as described in the concept could potentially increase public protection through enhanced audit effectiveness by:

- Highlighting potential quality risk indicators and detecting engagement issues earlier
- Reviewing all firms that perform accounting, auditing and attestation engagements
- Monitoring all engagements subject to review

A key aspect of the concept is a technology

platform that joins with human oversight to provide near real-time, continuous analytic evaluation. Monitoring would initially be conducted by the firm itself. Analytic tools would notify the firm of potential quality risks or engagement issues prior to or during engagements. This notification would then lead to two levels of external monitoring.

In the first level of external monitoring, AICPA-engaged practice monitors would assist firms in addressing quality issues and provide guidance to correct them. The second level would be performed by the firm's external monitoring team, which would address unresolved issues and conduct periodic inspections of the firm's system of quality control, including the use of technology and other resources within the firm.

As currently outlined in the concept paper, the program would be developed and implemented in multiple phases. The first phase begins with a voluntary pilot group of small, medium and larger firms. The paper explains how future phases would transition from voluntary to mandatory participation.

During all phases, a dashboard would provide a snapshot of useful information about the firm's engagement activities and compliance with performance metrics over areas subject to monitoring. When implementation is complete, the cumulative results of the metrics displayed on the dashboard would generate a rating that would be displayed as a "quality seal."

Within the concept, the seal would visually confirm the firm's participation in the practice monitoring program, the extent of services and the degree of compliance with performance metrics. Depending on access privileges and security rights, stakeholders would be able to access various levels of firm-related quality performance information.

[CONTINUED ON PAGE 6 >](#)

AICPA Offers a Vision of the Future of Peer Review

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INFLUENCE THE PROGRAM

The concept's vision is meant to change and develop based on stakeholders' feedback on the paper. Advances in technology and the pilot program's impact on firms also will contribute to the maturation and transformation of that vision. In time, the AICPA hopes that, through iterative processes, it can enhance the future for practice monitoring by:

- Leveraging and incorporating emerging technologies
- Providing a platform for more timely and effective audit quality oversight
- Delivering more timely and transparent information to stakeholders (clients and oversight bodies) regarding the quality of a firm's audit performance, and, thus, protecting the public interest

- Ensuring that the evolving process and its audit quality tools provide value to firms

The profession is at an early stage in imagining practice monitoring's future. The concept itself hinges on the input and guidance of practice monitoring's stakeholders, who are urged to read the paper and comment on it. Members will be able to provide thoughtful and diverse perspectives on what the next generation of practice monitoring might look like.

To learn more, read the concept paper or visit the Future of Practice Monitoring resource page [here](#), which features related news and information, including a video.

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Austin E. Brazee, Managing Partner
Brazee & Huban (MA)

"Tax Point has been an extremely valuable tool in reducing our client's income tax liabilities. ***They have become a major selling tool in our practice development search for new clients***".

Carl Weinberg, Managing Partner
Carl Weinberg & Co. (RI)



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Kirk Leoni, Managing Partner
Nathan & Wechsler Co., PA (NH)



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MAY

DATE	COURSE TITLE	VENDOR	LEVEL				CPE CREDIT				
			Basic	Inter	Adv	Update	AA	MG	Tax	Ethics	Other
5/8	New! Business Valuation: Recent Tax Court Cases, Personal Goodwill and Data Sources (AM)	NHSCPA				✓					2
5/14	New Repair vs. Capitalization: How to Recognize Tax Benefits for Your Clients Before the Extended Due Date of the 2014 Returns	Boston Tax Institute				✓			8		
5/18	Surgent's Handbook for Mastering Basis, Distribution, and Loss Limitation Issues for S Corporations, LLCs, and Partnerships	Surgent McCoy		✓					8		
5/19	Intermediate Core Tax Issues in Partnerships and LLCs	Surgent McCoy		✓					8		
5/20	Selected Income and Business Tax Topics Routinely Encountered in Estate Planning (AM)	Devine Millimet & Branch				✓			4		
5/21	Not for Profit Conference	NHSCPA				✓	8				
5/26	Economic NEXUS and Market-Based Apportionment (AM)	Devine Millimet & Branch				✓			4		
5/28	Cases in Corporate Ethics - Discuss Real Life Conflicts (AM)	Executive Education				✓				4	
5/28	Staff Retention: Why Your Best People are Leaving You and How to Prevent it (PM)	Executive Education				✓		4			
5/29	The Tactical CFO - Make Your Business Processes Work for You	Executive Education		✓			6	4			2

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Online Learning

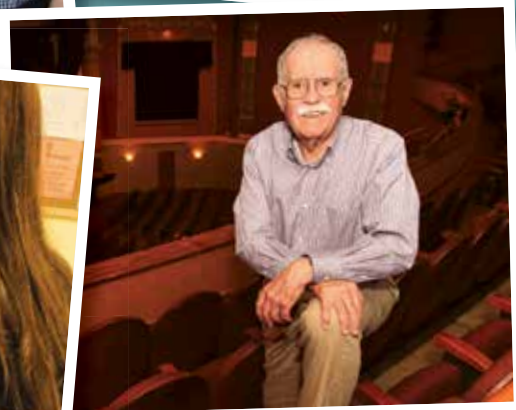
Looking for alternatives to classroom style programming?
Try one or more of the following self-study opportunities.

The NHSCPA offers a variety of ways to meet your CPE requirements. In addition to the many conferences and seminars offered by the NHSCPA, we have partnered with a variety of webcast providers to bring you live, interactive webcasts. Courses range from two to eight credit hours and cover technical and nontechnical skills alike. Learn from the most experienced CPAs across the country, while earning your CPE from the comfort of your home or office.



JUNE

DATE	COURSE TITLE	VENDOR	LEVEL				CPE CREDIT				
			Basic	Inter	Adv	Update	AA	MG	Tax	Ethics	Other
6/1	Ethics: A Current Update (AM)	Richard DelGaudio				✓				4	
6/1	Protecting your Clients from Security Fraud (PM)	NH Bureau of Securities Regulations									4
6/2	Fiduciary Income Tax Returns - Form 1041 Workshop with Filled-In Forms	Surgent McCoy		✓					8		
6/3	Social Security, Medicare and Prescription Drug Retirement Benefits	Surgent McCoy	✓						8		
6/4	Affordable Care Act: 15 Biggest Fraud Risks for 2015	The Pros & The Cons			✓		8				
6/5	Accounting and Auditing: 10 Cases that Cost CPAs their License (AM)	The Pros & The Cons			✓		4				
6/5	Work Life Balance - A Foundation that Enables Sound Ethical Decisions (PM)	Alicia Grasfeder, CPA				✓				4	
6/8	COSO's Updated Internal Control - Integrated Framework: Critical Concepts in Design, Evaluation, Implementation, and Monitoring	Surgent McCoy		✓			8				
6/9	Performing Single Audits in 2015 and Beyond	Surgent McCoy		✓			8				
6/10	Compilation and Review Practice Guides	Loscalzo		✓			8				
6/11	Single Audit Under OMB Circular A-133	Paul Koehler		✓			8				
6/12	Governmental Accounting & Auditing Update	Paul Koehler				✓	8				
6/15-16	How to Conduct a Peer Review Under the ACIPA Practice Monitoring Program	AICPA		✓			8				
6/17-18	AICPAs Annual Accounting & Auditing Update Workshop	AICPA				✓	8				
6/19	Revenue Recognition: Mastering the New FASB Requirements	AICPA		✓			8				
6/22	The Strategic CFO - Big Picture Skills	Executive Education		✓			6	4			
6/23	Hampshire Taxation for Business and Their Owners KEENE LOCATION	Devine Millimet & Branch				✓			8		
6/23	New! Business & Industry Cluster - Annual Financial Management Spotlight: 4 Current Topics	Executive Education		✓			4	3			1
6/24	New! Surgent's Individual and Financial Planning Tax Camp	Surgent McCoy		✓					8		
6/25	New! Shortcuts to Tax Cuts: Business Tax Planning Strategies for S Corporations and LLCs	Surgent McCoy		✓					8		
6/26	New! A Practical Guide to Small Business Health Insurance and Fringe Benefits: 2015 and Beyond	Surgent McCoy				✓			8		
6/29	Nonprofit Industry Update and GAAP Refresher	Loscalzo		✓			8				
6/30	Testing and Understanding Internal Control - A Workshop	Loscalzo		✓			8				



NEW HAMPSHIRE
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YP News and Events

The **2015 Young Professionals Leadership Program** will be held this year from August 26-28th at the White Mountain Hotel and Resort in beautiful North Conway. The objective of the Leadership Program is to provide an opportunity for young people in the accounting profession, who have stood out as potential future leaders, to develop and foster the skills that they will need to be strong leaders in the future. The program is focused on training in the areas of leadership, communication, and management skills. Applications will be sent to the firms in late April.



The Young Professionals Committee would like to thank Jason Cole, CPA, Esq. from Devine Millimet & Branch, PA for sponsoring the **7th Annual Busy Audit and Tax Season Kickoff** event. CPAs, Attorneys and business professionals from across the state gathered for one last informal networking event before the traditional "busy season" for the public accounting industry.



The YP Committee has wrapped up the Mentoring Program for the year with successful visits to NH colleges and universities. Thank you to the Young Professionals who visited these schools on behalf of the YP Committee and the Society. Your experience and knowledge are valuable assets to students – the feedback we've gotten from students was positive, and shows that you may have inspired some accounting students to become a CPA!



2015-2016 YP Chair

The Young Professionals Committee welcomes Jason Beiswenger, CPA from Howe, Riley and Howe PLLC as their new Chair.



Interested in Joining?

Interested in learning more about what the YP Committee does? Do you have ideas for events and programs that the YP Committee could plan? Come to our next YP Committee meeting on **April 21st** at the Manchester offices of Melanson Heath & Co. For more information, email Karen at kcasey@nhscpa.org.



Join us on



2014 MAP Survey: CPA Firms Show Modest Growth

By The AICPA

Mirroring the broader economy, results of the biennial National Management of an Accounting Practice (MAP) Survey show that in 2013 CPA firms experienced modest growth over the prior year. The survey, which is conducted by the AICPA's Private Companies Practice Section (PCPS) and the Texas Society of Certified Public Accountants (TSCPA), found that all participating firms experienced a small increase in net fees since the last survey was administered in 2012, or were holding steady.

The survey data is broken down into size segments, from the smallest practices with less than \$200,000 in revenue to the largest with more than \$10 million. Every segment reported growth in net client fees from 2012 to 2013, ranging from four to eight percent.

When comparing partner compensation to net remaining per owner (NRPO), a key performance indicator that measures revenue minus expenses before owner-related compensation, it appears that rather than take that cash for themselves, partners

chose to put money back into the business. The 2014 survey results show that NRPO was larger than partner compensation in all but one revenue category.

Future partner retirements (and buy-outs) may also be driving some firms to keep more cash in the firm. This also signals opportunities for emerging partners after these transitions within firms are complete.

"Liquidity and cash flow are likely a consideration, especially for smaller firms focusing on merger and acquisition opportunities," said AICPA Firm Services Vice President Mark Koziel CPA, CGMA. "Uncertain cash outlays in mergers and showing a strong cash position to attract acquiring firms are likely factors for holding back cash."

Large firms continue to invest in technology, suggesting a bullish view of the future. Smaller firms also invested in technology through external partners. When it came to information technology expenses, the total percentage ranged from 5.5% of net client fees for the smallest firms to around 2.5% at the largest. (The percentage may be lower at big firms because they have in-house IT staff and training, so many of their costs would be reflected in salaries.)

The 2014 MAP Survey offers a new dynamic online platform to make it easier for participating firms to use the results. Users can generate and download detailed reports in Excel, PowerPoint and PDF files using a variety of filters specific to their firm's needs. An online tutorial is available to help users make the most of these new features. For more information or to access the survey results, visit aicpa.org/mapsurvey, email pcps@aicpa.org or call the AICPA at 888-777-7077.

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Flipped Circular

Circular 230 Regulation of CPAs Upended by Court Cases

By Kip Dellinger, CPA

To say that the scope and breadth of Circular 230 has been thrown into a state of flux by the courts would be an understatement.

SOME BACKGROUND

Circular 230 is a set of Treasury regulations under Title 31 that “regulates” the conduct of persons who “practice”—that is, “represent” taxpayers—before the IRS. Circular 230 has long governed certain aspects of the conduct of CPAs, attorneys and enrolled agents with regard to their interactions with the IRS. Only tangentially did it reach unlicensed persons, in that it allowed a return preparer to “represent” a taxpayer with regard to, and only with regard to, the return he or she specifically prepared.

Otherwise, the unlicensed preparer statutory provisions in the Internal Revenue Code include preparer penalties (see, e.g., IRC secs. 6694, 6695 and 6695A) under certain circumstances, and a “death sentence” where the IRS could seek injunctive relief to prohibit a person from preparing returns (see IRC Sec. 7407).

Regarding Circular 230 CPA practitioners, it was commonly believed that their return preparation activities were subject to oversight and discipline under the regulations because they described their reach as including “documents filed with IRS,” and that would seemingly include income tax returns.

INCLUDING UNLICENSED PREPARERS

In 2010, the U.S. Treasury issued proposals to “regulate” previously unlicensed tax preparers by adding return preparation to what constitutes “practice before the IRS” under Circular 230, and imposing on previously unlicensed preparers a testing and continuing educational requirement with respect to their tax knowledge when the person prepared an individual type (1040 series) returns. An exception was provided for employees of CPAs, attorneys and enrolled agents.

It should be noted that a provision in Circular 230, Sec. 10.36, which originally appeared in June 2005 to require “supervisory” responsibility by management over members, associates and employees of firms for written advice, was expanded to impose on management supervisory responsibility with regard to the preparation of tax returns, amended returns and claims for refund. Note: The American Jobs Creation Act of 2004 (Pub. L. 108-357) added Sec. 330(d) of the U.S. Code, which authorizes the Treasury to “regulate” written tax advice of a type described in language similar to the IRC Sec. 6662(d)(2)(C)(ii) definition of the characteristics of a “tax shelter.”

Prior to the proposals, unlicensed tax preparers were prohibited from representing a taxpayer with respect to a return prepared by any other party, and unlicensed preparers were not permitted to represent a taxpayer before the IRS Appeals Officers, regardless of the fact they prepared a return that gave rise to a tax issue with the IRS (those limitations remain in Circular 230 unchanged by any revisions promulgated in the past several years. In fact, one Treasury proposal was to remove the right of an unlicensed preparer to represent a taxpayer in any examination).

Final regulations allow limited representation by an unlicensed preparer that isn’t restricted to representing at the examination level a client whose return she prepared. The proposed rules were finalized in September 2012.

COURTS CHIME IN

Almost as soon as these regulations were finalized, the rebellion of the previously unlicensed tax preparer began. This culminated in the widely discussed *Loving* case, which began as a Washington, D.C. District Court case and was subsequently sustained by the Washington, D.C. Circuit in the *Loving* case [See *Loving v.*

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Flipped Circular

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IRS, 742 F.3d 1013 (D.C. Cir. 2014), aff'g 917 F. Supp.2d 67 (D.D.C. 2013)].

Briefly, the *Loving* court(s) concluded that the Treasury/IRS did not have the authority to regulate heretofore unlicensed preparers under Circular 230 because return preparation did not constitute “practice” under Circular 230, as “practice” only meant “representing” a taxpayer in a matter before the IRS and that return preparation was just that: preparation for the client’s submission of a return that did not involve return preparation.

Post-*Loving*, though, most CPAs, those few attorneys who engage in return preparation and enrolled agents probably shrugged and went on with their practices comfortable in the knowledge that since they were Circular 230 practitioners in any event (and long had been), they remained subject to Circular 230 provisions as written—including those that attached to preparation activities.

And these tax practitioners—specifically CPA and enrolled agent income tax return preparers—were governed by a standard of their own professional bodies that were similar to Circular 230 conduct requirements.

An example of this type of conduct requirement is the AICPA Code of Professional Conduct and Statements on Standards for Tax Services, which are adopted by reference or implied in virtually every CPA licensing jurisdiction.

And then along came *Ridgely* [*Gerald Lee Ridgely Jr. vs. Jacob J. Lew et al.*; 1:12-cv-00565 (D.D.C. 2014), July 16, 2014].

GETTING WHAT YOU WISH FOR

Ridgely involved a CPA challenging the Circular 230 prohibition on contingent fees (except under limited circumstances after receiving notice of an IRS challenge to the original return). *Ridgely* also won, and the court permanently enjoined the IRS from enforcing Circular 230, Sec. 10.27 as invalid.

It was the same district court that decided on *Loving* that decided *Ridgely*; thus, any appeal would be to the same circuit that upheld *Loving* (the Washington, D.C. Circuit). Consequently, the IRS decided not to pursue an appeal.

In *Ridgely*, the lower court held that CPAs engaged in the preparation of what it labeled “Ordinary Refund Claims” were preparing returns, and that activity did not constitute “practice” before the IRS because it was not “representation” (as described earlier). The *Ridgely* court also made clear its opinion that CPAs undertaking in original return preparation are not engaged in “representation” of taxpayers, and thus they aren’t engaged in “practice” subject to Circular 230 when preparing returns, amended returns or claims for refund.

In the court’s view, Circular 230 arguably, and without any noted or defined exception, only regulates CPAs (and attorneys and enrolled agents) when they are involved in examination or appeals representation.

The IRS, having decided to regulate all tax preparers and, having moved forward and promulgated operative regulations, may now have to live with the unintended consequences of: “Be careful what you wish for.”

While IRS Office of Professional Responsibility (OPR) Director Karen Hawkins, the enforcement arm for Circular 230, has put on her best spin in asserting that OPR will take a very narrow reading of the *Ridgely* case and what the court meant by “Ordinary Refund Claims,” it appears the court was clear that “preparation” is not “representation,” and consequently not “practice” subject to the jurisdiction conveyed to OPR by Circular 230.

RIDGELY IMPACT ON CIRCULAR 230

Ridgely arguably calls into question the issue of whether any aspect of return preparation undertaken or engaged in by a CPA, an enrolled agent or an attorney is subject to Circular 230, and, if so, where the court would consider it subject to Circular 230. Many of the

CONTINUED ON PAGE 16 >

Flipped Circular

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conduct provisions in Subpart B of Circular 230 would seemingly not apply when a CPA is engaged in return preparation, and only the various statutory constraints would apply to preparation activity.

For example, return preparation advice governed by Sec. 10.34 would appear meaningless for enforcement; in fact, the *Ridgely* court cited the statutory regime surrounding return preparation as a factor in concluding return preparation was not practice under Circular 230. And, if this is the case, then the due diligence and supervisory provisions related to tax preparation by CPAs, enrolled agents and attorneys would appear moot. This would likely extend to the “omissions” provision of the Circular in Sec. 10.21.

As well, the rules concerning written advice in Sec. 10.37 may be inapplicable to the extent the advice is non-tax-shelter, written advice concerning tax returns “reporting” provisions. The court might hold in that fashion when reading *Ridgely* and considering the manner in which it followed *Loving*.

STANDARDS MUST STILL BE FOLLOWED

While *Ridgely* may impede the ability of the IRS through its OPR to regulate CPAs engaged solely in return preparation activities, CPAs must still comply with professional standards adopted by their respective state of license(s). For virtually every United States licensing jurisdiction—including California—those standards are the AICPA Code of Professional Ethics and the AICPA Statements on Standards for Tax Services (SSTs).

Those standards are similar to the substantive conduct rules in Circular 230. And there is nothing to prevent the OPR from filing complaints with a CPA’s licensing jurisdiction. Considering the source of the referral, it’s also likely to receive careful attention by a board of accountancy.

RIDGELY AND PROFESSIONAL STANDARDS

Interpretation 302-1 of the Rule 302 of the AICPA Code of Professional Conduct contains an explanation of the ethical standards that apply to contingent fee

arrangements, including contingent fees with respect to preparing amended returns.

A review of that Interpretation indicates that *Ridgely* may have disregarded, and thus violated, the AICPA professional standards, which are adopted by the authority with jurisdiction over his license. An example in the Interpretation would appear to prohibit a contingent fee in what would be an “ordinary refund” situation, and it was noted by the *Ridgely* court that his preparation involved an “ordinary refund claim.”

The opinion in *Ridgely* is clear that a primary reason for his challenge of Circular 230 was that the prohibition deprived him of income. So, in addition to a violation of a contingent fee prohibition, *Ridgely* disregarded professional standards for personal gain, which could be a reason for a licensing jurisdiction to conduct an investigation.

Regardless of the state of flux with the application of Circular 230 to CPAs engaged in tax preparation and not representation, CPAs are advised to review the AICPA’s professional conduct standards and SSTs.

Kip Dellinger, CPA is a senior tax partner at Cooper Moss Resnick Klein & Co. LLP. You can reach him at kip@cmrkcpa.com.

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The Society Website Has a New Look



The New Hampshire Society recently launched its new website. Our goal was to make it more streamlined and functional for our members. The new site is optimized for viewing on tablets and smart phones, as well as desktop and laptop computers, making it easier to access what you need anytime on any device. Besides a fresh new look here are some of the changes we made:

✓ Streamlined Navigational Menu

✓ New log In Feature

Log in with your email address and choose your own password

✓ CPE All in One Place

Live seminars and webcasts can now be found on the same page

✓ Firm Administrators

The ability for firm admins to sign up multiple members within their firm for CPE seminars and make payments on their behalf

✓ Careers

In addition to job and resume listings, we have now added internship opportunities

✓ Customized Content

Once logged in, you will have access to the following on your personalized homepage:

- Renew your membership
- Update your profile
- Change your password
- Create or update your Find-a-CPA directory profile
- CPE Tracker
- Professional development course listings
- Member benefits

We welcome your feedback. Email Karen at: kcasey@nhscpa.org

New NHSCPA Members

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Douglas DeLara
Derry, NH

Thomas Early
Manchester, NH

Duy Nguyen
Merrimack, NH

Rachel Therrien
Auburn, NH

AFFILIATE MEMBERS (CPAs)

Francesco Manzo
Salem, NH

ASSOCIATE MEMBERS

Caroline Cole
Manchester, NH

Joseph Guyton
Rye Beach, NH

Lisa Wright
Dunstable, MA

STUDENT MEMBERS

Nicholas Marino
Northbridge, MA

Marquis Ollison
Nashua, NH

Aubrey Pichardo
Derry, NH

Robin Schofield
Belmont, NH

Member Minutes

IN MEMORY

We sincerely regret the loss of the following member and extend deepest sympathy to his families and friends.



Honorary Life member, **Irene Lebel, CPA** who passed away on December 2, 2014.

Member since 1/1/1958

FIRM NEWS

Nathan Wechsler & Company, P.A. is expanding its Capitol City head-quarters to accommodate projected growth, provide additional amenities for staff and better support customer demand for services that extend beyond traditional accounting and tax services.

NEW HIRES

Fellow member, **Dana R. Bull, CPA, MST** has joined the firm of Mason + Rich, CPAs as Tax Manager. Dana brings more than 20 years' experience in public accounting. His work concentrates on tax planning, consulting and compliance for corporations, partnerships and individuals.

Fellow member, **Nora Tellifson, CPA** has joined the firm of Mason + Rich, CPAs as a Senior Accountant. Nora has been in public accounting since 2008 and will focus on tax preparation and financial statement services.

RECOGNITIONS

Howe, Riley & Howe, PLLC, is pleased to announce that Fellow Member, **Alison S. Perrella, CPA** has been named a Member and Partner of the firm. Alison joined Howe, Riley & Howe in 2012 as a

Principal after practicing as a sole practitioner for over 20 years.

Alison will be responsible for overseeing tax and consulting services provided to a variety of clients, including individuals, trusts, estates and business entities. Her areas of practice include professional services, family office and high net worth individuals, real estate and other closely held businesses.

On January 6th, Fellow Member **Thomas Doyle, CPA** spoke to a group of juniors and seniors at Marshwood High School in Elliot, Maine on accounting careers.

Fellow Member, **William Howell, MBA, ASA, CPA/ABV/CFF** was appointed in January 2015 to sit on the AICPA Business Valuation – Tax Subcommittee and also the AICPA ABV Champion Taskforce.

Not for Profit Conference

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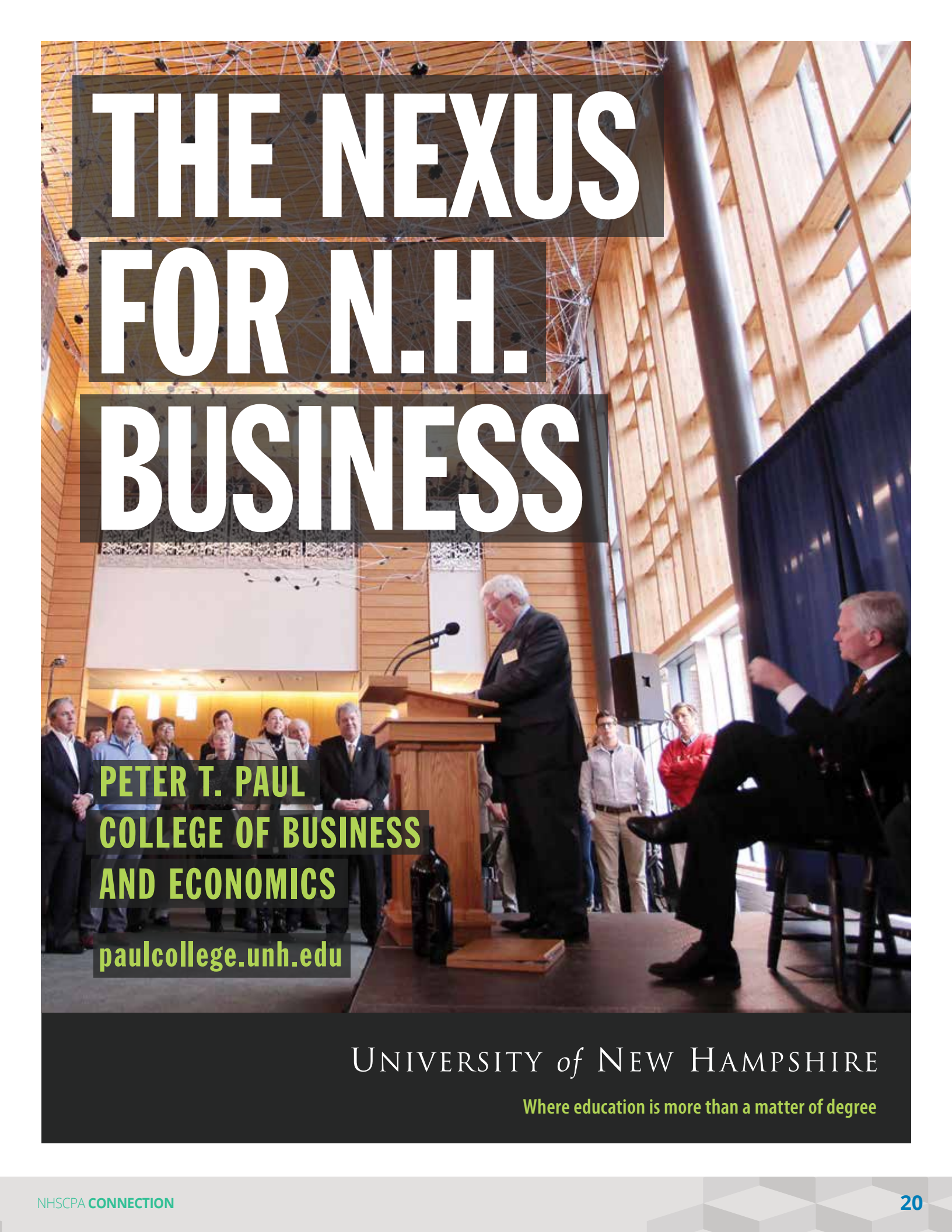
Attend the NHSCPA Not for Profit Conference for discussion on hot topics specific to the needs of CPAs, Auditors, Internal Auditors, Financial Directors of NFP organizations and other financial professionals who work for or with not for profit organizations.

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Does the New AICPA Ethics Codification Still Need Work?

By John L. Daly, MBA, CPA, CMA, CPM
Executive Education, Inc.

A few years ago the GAAP codification reorganized U.S. accounting standards from over 100 separate pronouncements into a single 90-section resource. Now, the AICPA Professional Ethics Executive Committee (PEEC) has implemented an ethical standards codification. Like the GAAP codification, the PEEC did not intend the codification to change standards, but to make them more useful.

Following a format similar to the International Ethics Standards Board for Accountants (IESBA) ethics code, the PEEC sought to organize the AICPA Code of Professional Conduct (the “code”) into four sections:

- Preface
- Part 1 – Members in Public Practice
- Part 2 – Members in Business
- Part 3 – Other Members

The twenty-five page preface largely consists of principles and definitions. Beyond the preface, the remaining three sections deal with members according to their work status. It defines public practice members as providing covered services to clients. The **members in business** section applies to any AICPA member working in industry, education, nonprofit or any other area not included under public practice, even as a volunteer. The “other members” section applies only to people who are retired or unemployed.

While the codification improves the old code in several ways, other opportunities remain. Here are some key things you may want to know about the codification.

ACCESSIBILITY

The AICPA bills the codification as “intuitively organized”. It is. The new code makes finding some issues much faster. It does not mean the revision

is more readable. The AICPA sought to improve readability, eliminating legal terms and speaking in an active voice. While AICPA staff created a better-organized standard, the codification is actually less readable according to the widely accepted Flesch Reading Ease score.

Some states require insurance contracts to have a Flesch score of 40 on a 100-point scale. One hundred is very readable. A document with a 40 reading ease score would test a high school graduate’s reading ability. The old AICPA code had a very low 20.8 Flesch score, challenging most CPAs comprehension. The proposed codification’s score is even lower, earning 19.0.

The independence section is particularly confusing. Generally, accounting ethics rules expect independence only for accountants doing attestation work, such as external and internal auditors. The codification appears to expect independence from all public practice CPAs, including management consultants. An AICPA staff person confirms this is not the codification’s intent. Despite comment letters, the PEEC did not correct the unclear wording in the final codification.

THREATS BASED APPROACH

Like the previous AICPA code, the codification takes a threats-based approach, identifying six types of threats to ethical behavior:

- Adverse interest threat
- Advocacy threat
- Familiarity threat
- Self-interest threat
- Self-review threat
- Undue influence threat

These threats appeared in the old ethics code’s definitions section. The codification integrates the

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Does the New AICPA Ethics Codification Still Need Work?

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threats discussion into the sections covering both public practice CPAs and members and business. The net result is a greater emphasis on the threats-based approach and greater clarity about how they apply to each member category.

This approach resembles the risk-based approach used in audits or enterprise risk management. The codification expects members to identify threats to their ethical behavior and attempt to remove or mitigate them.

While there has been no real change in expectations of how accountants should behave, the improved format is likely to increase dialog about threats to ethical behavior.

WHISTLEBLOWING

Our profession has long recognized the conflict between an accountant's duty to protect the public and the duty to protect a client or employer's secrets. Ethics experts know that protecting the public is a key characteristic of "professional" professions. Since the "Accounting Crisis of 2001 - 2002", many people have argued accountants should have some moral duty to report illegal acts to government authorities,

particularly when internal processes fail to correct the problem.

Generally, accounting ethical standards do not allow public practice accountants to report their client's illegal acts to government agencies. However, ethical standards sometimes allow corporate accountants to become whistleblowers. Past AICPA staff opinions acknowledged that blowing the whistle might be appropriate, given the right facts. The codification conspicuously avoids this issue.

In the Penn State University scandal, we clearly saw the public expected individuals to report illegal acts to outside authorities when necessary to prevent further wrongdoing. As long as our profession's ethical standards require us to protect clients or employers who break the law, the public will sometimes view us as part of the problem, rather than part of the solution.

John L. Daly, MBA, CPA, CMA, CPIM founded Executive Education, Inc. in 1998. He began doing professional ethics education two-weeks before the Enron scandal made front-page news. He is a former CFO and is the author of *Pricing for Profitability*, published by Wiley and Sons. You can reach John at Daly@ExecutiveEducationInc.com.

Upcoming Seminars by John Daly, CPA

Cases in Corporate Ethics – Discuss Real Life Conflicts

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May 28, 2015 (afternoon session)

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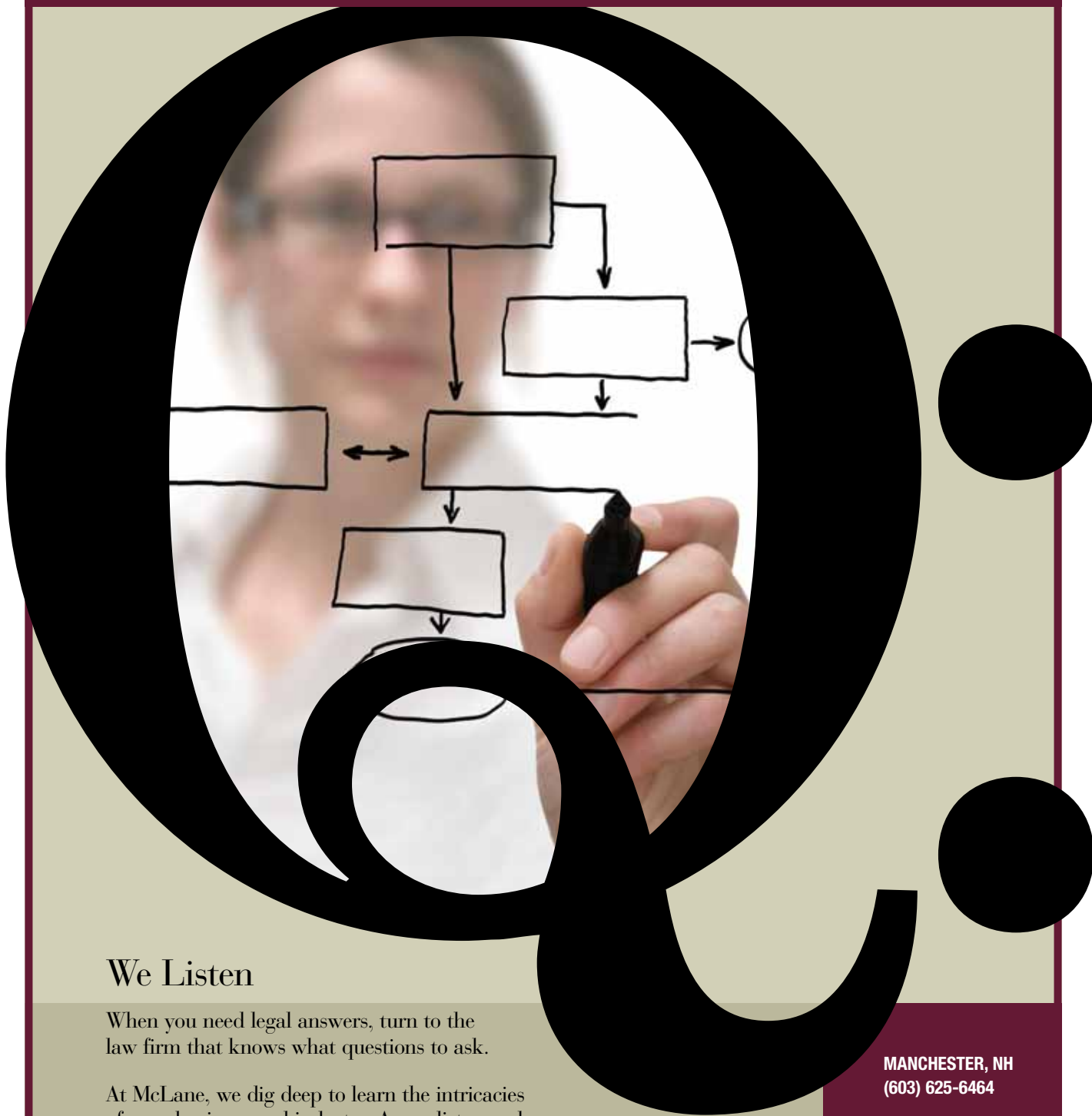
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June 22, 2015

Business & Industry Cluster: Annual Financial Management Spotlight - 4 Current Topics

June 23, 2015

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FRF for SMEs™ Getting Recognition in the Marketplace

By The AICPA

In your role as trusted business adviser, you're always looking for helpful ways to address your clients' pain points. Imagine being able to provide your small business clients with common sense solutions on certain financial reporting requirements with a new financial reporting framework. That's exactly what Wisconsin-based accounting firm KerberRose has done in approaching its existing GAAP-based and income-tax-basis clients and encouraging them to consider the [Financial Reporting Framework for Small- and Medium-Sized Entities](#), a non-GAAP reporting option for owner managed, privately held companies. The firm has moved about a quarter of its privately held

small business client base to the FRF for SMEs™ accounting framework and the response from both clients and their financial statement users has been very positive.

Since its release in 2013, the FRF for SMEs has been gaining traction among CPAs, financial statement users and small businesses across the country. A March 2014 Op-Ed piece by the editor of the [American Bankers Association ABA Banking Journal](#) highlighted the framework and encouraged banks to consider accepting financial statements based on the framework to stay competitive in the small business marketplace. Ongoing AICPA educational campaigns have helped to keep the framework top of mind with financial statement users and owners of small businesses.

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CPAs Engaging Clients and Building Opportunities

The AICPA has received positive feedback from practitioners using the [FRF for SMEs Toolkit for CPAs and Firms](#). Armed with the kit's informative tools and resources, practitioners are seeing strong outcomes from their client and lender outreach. A new case study—one of two developed for the refreshed toolkit—demonstrates how CPA firms like KerberRose are encouraging clients to adopt the framework. Additionally, the AICPA's Private Companies Practice Section's framework-related networking groups have identified lessons-learned and helpful tips that CPAs have employed in their efforts with clients and lenders to gain acceptance of the framework. Practitioners can request to join the FRF for SMEs networking groups by emailing pcps@aicpa.org. Be sure to indicate the size of your firm in your message so the AICPA places you in a networking group with your peers.

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Marketplace Acceptance and Competitive Advantage

A targeted educational campaign to bankers and small businesses, which ran over the summer, homed in on the FRF for SMEs' value for each stakeholder. For bankers, the advertisements focused on the competitive advantage for lenders who accept statements based on the framework. Similarly, web banners targeted to small business owners highlighted the cost benefits for the company: ease of using the framework as well as the relevance of the information provided by FRF for SMEs financial statements. Stakeholders from all over the U.S. have seen banner ads in a variety of online financial and mainstream publications.

In addition, many state societies and CPA firms are working to boost awareness and are discussing the opportunity the framework presents to the small business community, state banking associations and other stakeholders. The New Hampshire Society is holding a seminar on December 4, 2015 on *The New Reporting Option: A Financial Reporting Framework for Small and Medium Sized Entities* by Surgent McCoy, LLC.

New and Updated Resources Help You Promote Your Expertise and Educate Stakeholders

The AICPA has developed new, free resources to help stakeholders understand the FRF for SMEs option. Three toolkits are available: one for [CPAs](#) (segmented by firm size), another for [users of financial statements](#) and a third for [small businesses](#). In addition, the AICPA has updated and refreshed other resources to help CPAs support the framework and promote their services among clients and banks.

As you prepare 2014 financial statements, consider whether FRF for SMEs is your client's best financial reporting option. If it is, these resources will help you convey how the framework delivers financial statements that provide useful, relevant information in a simplified, consistent, cost-effective way.

Among the new and updated resources are:

Firm Tools—Client-Facing

- (New) Customizable sample financial statement/comparison spreadsheet

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Financial Reporting Framework for SMEs

The AICPA has issued its Financial Reporting Framework for Small- and Medium-Sized Entities. The **FRF for SMEs™** accounting framework is designed for America's small business community. It delivers financial statements that provide useful, relevant information in a simplified, consistent, cost-effective way. The **FRF for SMEs™** framework may be used when GAAP financial statements are not required.

FRF for SMEs™ Toolkit for CPAs and CPA Firms	FRF for SMEs™ Toolkit for Financial Statement Users	FRF for SMEs™ Toolkit for Small Businesses
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Resources



The following resources are available to help you learn more about the **FRF for SMEs™** accounting framework:

- Download the free framework (PDF)
- Blog - CPA firm shares their experience with FRF for SMEs
- Frequently asked questions and answers
- Backgrounder
- Accounting framework decision tool

About the FRF for SMEs



In this 2-minute video, see how the FRF for SMEs accounting framework evolved and why it was needed. Learn about the framework's benefits for America's Main Street businesses and their financial statement users.

[More on AICPA TV](#)

FRF for SMEs™

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- (New) Co-brandable versions of the educational backgrounder and flyer
- (New) Client interest survey
- (Updated) Educational flyer
- (Updated) PowerPoint presentation

Financial Statement User Tools

- (New) Sample financial statement/comparison spreadsheet
- (New) Article from the American Bankers Association Banking Journal
- (New) Case study from the banker perspective
- (New) Co-brandable versions of the educational backgrounder and flyer
- (Updated) Educational flyer
- (Updated) PowerPoint presentation

Internal/Staff-Facing Tools

- (New) Case study from CPA perspective
- (New) Article from the American Bankers Association Banking Journal
- (New) Tips for presenting the FRF for SMEs to financial statement users
- (Updated) PowerPoint presentation

CPAs can download the FRF for SMEs framework and related educational resources for free. Use the toolkit, tailored by firm size, to discuss the framework with clients, employers and users of financial statements.

For more information: Website: www.aicpa.org/FRF-SMEs
Twitter hashtag: #MainStFinancials Email: FRFforSMEs@aicpa.org

LEARN MORE

The New Reporting Option: A Financial Reporting Framework for Small and Medium Sized Entities

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2014 NHSCPA Scholarship Recipients

The NHSCPA's financial Careers Committee has awarded seven scholarships to the following accounting / business students based on outstanding academic achievement:

Emily Lohr <i>University of New Hampshire</i>	\$2,500
Lindsey Byrne <i>University of New Hampshire</i>	\$2,000
Mallory Coulombe <i>Southern New Hampshire University</i>	\$1,000
Derek Barton <i>Roger Williams University</i>	\$500
Eric Coffin <i>University of New Hampshire</i>	\$500
Joseph Morin <i>Saint Anselm College</i>	\$500
Oscar Puelles <i>Saint Anselm College</i>	\$500

SCHOLARSHIP THANK YOU LETTERS

"I am writing to thank you for your generous \$2,000 NHSCPA Scholarship award. I was very excited and appreciative to learn that I was selected as the recipient of your scholarship. I am currently attending the University of New Hampshire and plan to obtain my Master of Science in accounting degree this spring semester. I am fully financing my graduate degree and by awarding this scholarship, you have significantly lightened my financial burden which allows me to focus more on the most important aspect of school, learning. Your financial generosity has allowed me to be one step closer to my goal. Again, thank you so much for the scholarship! I greatly appreciate it!" **-Lindsey**

"Thank you so much for choosing me as the recipient of the NHSCPA Scholarship. I am sincerely grateful and would like to express this to all the donors as well as the members who took time out of their busy schedules to review applications. Your generosity and continuing support has made a profound impact on my life. I am looking forward to a career in public accounting and passing the CPA exam in the near future. Thank you again for your contribution and your belief in me. See you at the annual meeting in May." **-Mallory**

"Thank you for choosing me to receive one of your scholarships. I truly appreciate it and know it will be very helpful in my last year at Roger Williams University. I hope to see you all at the NHSCPA Annual Meeting. Thank you again." **-Derek**

"Thank you very much for the scholarship from the NHSCPA! I really appreciate it and it has given my family a boost going into the last semester." **-Joseph**



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Download Your Free Guide to *Becoming a CPA in New Hampshire*— your guide to the CPA exam and getting licensed in New Hampshire

Whether you're an accounting student, educator, or professional, the NHSCPA helps navigate becoming a CPA. As the premier accounting association in New Hampshire, you can rely on the exam and licensing information in this guide to:

- Learn the 5 steps you need to complete before sitting for the exam.
- Achieve the final 4 steps to apply for your CPA license.
- Locate testing sites, identify testing timelines, and calculate application fees.

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- Identify strengths to build your personal power and positive impact at work
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- Learn risk management and internal control lessons from recent misdeeds and mishaps
- Know how corporate culture can prevent people from understanding their company's business model and doing the right thing
- Measure corporate candor to predict future market performance and excessive risk taking

SPOTLIGHT ON ACCOUNTING STANDARDS

- FASB's new revenue recognition rules
- Changing lease accounting standards

SPOTLIGHT ON TECHNOLOGY TOOLS

- Cool current apps
- Mobile devices and security
- What you should know about Office 365

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Six Tips for Using Data More Wisely

By Brett Knowles

Organisations 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 maximising data's value include organisational 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:

1 Consider the broad indicator over the precise measurement. There are many indicators that show us general trends happening in our organisations. But often, organisations 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 analyse promotion opportunities offered, or the culture inside the organisation, or how good the boss is at motivating and inspiring people — or even the office and business environment itself? You can measure and analyse 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 organisation.

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 organisation to more deeply examine salaries, culture, managers and so on by doing focus group work and surveys. The best part: Absenteeism data are free.

2 The data that you gather often need to be received more quickly than the impacts and the stresses facing your organisation. 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 organisation, you may have different needs for how fast the data must be. But

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Six Tips for Using Data More Wisely

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the point is that data need to be arriving ahead of the stresses and the risks that your organisation faces.

3 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 organisation'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 organisation'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 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.

4 Once you've determined what the right measures are, be prepared for them to change as your organisation 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.

5 In most cases, the organisation 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 organisation 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 organisation. 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 dash - board set up very

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YOU'RE INVITED!

TOWN HALL MEETINGS

LEBANON

June 24, 2015

12:00–2:00 pm

Fireside Inn & Suites

KEENE

August 26, 2015

12:00–2:00 pm

The Courtyard
by Marriott

SEACOAST

October 1, 2015

8:30–10:30 am

Inn of Hampton

Six Tips for Using Data More Wisely

< CONTINUED FROM PAGE 31

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 programme 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 organisation 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.

6 Present the right data in the right way to the right people. Think of an organisation 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 behaviour. 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, organisations 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 organisation is performing individual tasks.

There's a parallel between the levels of the organisation. In a good organisation, 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 organisations around the world.

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NEW HAMPSHIRE SOCIETY OF
CERTIFIED PUBLIC ACCOUNTANTS

EVENTS

MAY 14, 2015

Annual Meeting

Derryfield Country Club
Manchester, NH

JUNE 9, 2015

**12th Annual Golf Tournament &
Business Partners' Networking
Event**

Candia Woods Golf Links
Candia, NH

AUGUST 31, 2015

First Annual Women's Golf Outing

Stonebridge Country Club
Goffstown, NH

SEPTEMBER 24, 2015

**CPA Inauguration & Ethics Pledge
Ceremony/CPA Networking Night**

Grappone Center
Concord, NH

SEPTEMBER 25, 2015

NHSCPA Career Fair

Derryfield Country Club
Manchester, NH

DECEMBER 3, 2015

**Business Partners' Wine Tasting
Event**

Derryfield Country Club
Manchester, NH

TOWN HALL MEETINGS

June 24, 2015 – Lebanon

August 26, 2015 – Keene

October 1, 2014 – Seacoast

12TH ANNUAL NHSCPA

GOLF TOURNAMENT

& BUSINESS PARTNERS' NETWORKING EVENT

Tuesday, June 9, 2015
Candia Woods Golf Links

Come enjoy a morning of fun and networking with your peers and Business Partners. Come alone or as a foursome. Invite your clients to participate. The event proceeds go to the NHSCPA Scholarship fund.

1ST ANNUAL WOMEN'S

9-HOLE GOLF OUTING

Monday, August 31, 2015
Stonebridge Country Club, Goffstown

Spend a fun-filled day connecting with women on and off the golf course. Start with a 9-hole golf tournament and end with a networking luncheon. Details coming soon.

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